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The Montana Futures Project, report 1

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THE MONTANA FUTURES PROJECT

REPORT ONE: SITUATION ANALYSIS AND PUBLIC RESPONSE

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APPENDIX

January, 1993

Prepared by:

The National Consulting Service
of the
National Association of State Development Agencies

Managed by:

Business Development Division
Montana Department of Commerce

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The Governor's Council for Montana's Future

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APPENDIX

I. AN ECONOMIC ANALYSIS OF THE STATE OF MONTANA

EXECUTIVE SUMMARY

A comprehensive economic analysis was completed for the state of Montana. The economic analysis evaluates both the historical and forecast future performance of the Montana economy on a statewide and sub-regional basis. The findings of the economic analysis will be incorporated as an integral part of an economic development strategy for the state of Montana.

The two prime factors that must be investigated in any regional economic analysis are the basic industries and spatial factors. Basic industries represent regional specialization and regional export activity. Spatial factors are analyzed to measure the impact of distance on trade activity within a region.

The level of regional export activity is the prime determinant of regional economic growth since regional export industries sell goods and services outside the region. The selling of goods and services beyond the region brings outside income into the region creating regional economic growth. Basic industries (regional export industries) also represent regional specialization in certain economic activities. Regional specialization then implies a regional competitive advantage when compared to other regions or national economies. Accordingly, basic industries represent both a regional competitive advantage and a direct source of economic growth for a given economic region.

Spatial relationships in a regional economy are an important factor in determining the type and level of regional economic growth. Trade linkages among sub-regions within a regional economy are directly impacted by distance. The level of trade linkages among sub-regions also impacts regional economic growth. As spatial distances between sub-regions increase, smaller trade linkages and lower levels of economic growth generally result.

Historically, the Montana economy, has been in a state of structural transition which parallels the United States' economy. Goods-producing activity such as mining and manufacturing are being outpaced by service-producing activities such as retail trade, wholesale trade, financial services, general services, and communications and transportation services. The advent of global competition, changing technology, and consumer preferences towards more service-producing products have combined to create economic forces moving the United States' economy towards more service-producing economic activity. This structural shift from goods-producing to service-producing is particularly true for employment opportunities. As the United States' economy moves towards the year 2000, this trend away from goods-producing to service-producing activity can be expected to continue. The Montana economy, comprising a region within the United States' economy, can generally expected to continue to follow this national trend.

Traditional basic industries for the Montana economy are agriculture and farming, mining, lumber and wood products, food processing, railroads, federal government activity, and tourism. Of these basic industries, only tourism and farming are expected to experience economic growth through 1994. In contrast,

the industries expected to experience economic growth are service-producing industries. The structural change from goods-producing to service-producing activities is forecast to continue for the Montana economy.

The economic analysis evaluated the Montana economy from a statewide and sub-regional perspective. The statewide analysis provides general broad-based economic growth patterns, whereas the sub-regional analysis evaluates high-growth and low-growth sub-regional economic growth patterns within the broader Montana economy.

From the comprehensive economic analysis of the statewide Montana economy, the following findings are presented:

1) Mining (-6.2%), wood and paper manufacturing (-11.9%), railroads (-10.2%), and agricultural services (-6.8%) are all expected to experience negative economic growth from 1990 to 1994 in real labor income. Employment is also forecast to decline in these industries. Metal and nonmetallic minerals mining are expected to reverse declining trends starting in 1991, but, by 1994, all mining activity will remain below 1990 levels.

2) The service-producing sector will continue to experience economic growth from 1990 to 1994 in both real labor income (9.7%) and employment (7.8%).

3) Farming activity is expected to experience economic growth from 1990 to 1994 in real labor income (24%). Tourism expenditures should also increase moderately.

4) Federal government activity is a basic industry for the Montana economy. Federal government activity can be expected to play a diminished role in future economic activity.

5) Both statewide real labor income (5.7%) and employment (3.8%) will increase from 1990 to 1994 as a result of growth in farming real labor income and the service-producing sector.

6) Statewide real personal income (-3%) will decline from 1990 to 1994 as a result of lower interest, rents, and profits.

Future employment opportunities will continue to be generated by service-producing activities. Mining and manufacturing will generally continue to provide fewer employment opportunities. From a real labor income perspective, Montana will experience real economic growth; however, given the projected decline in real personal income, overall statewide economic activity will be negative.

From a sub-regional perspective, the economy of Montana is divided into 12 Labor Force Areas (LFAs) and two Metropolitan Statistical Areas (MSAs). The sub-regional findings are presented below:

1) All 12 LFAs and the two MSAs sub-regions are forecast to experience economic growth in both total employment and real labor income from 1990 to 1994.

2) The uniform basic industries for the sub-regions comprising the eastern half of the state are mining (primarily coal, oil and gas extraction, and nonmetallic minerals) and farming. Fifty percent of all mining employment occurs in the eastern half of the state. The western half of the state involves the mining of metals, nonmetals, and fossil fuels, but only mining comprises basic industries for the western sub-regions of Shelby and Anaconda-Butte LFAs.

3) Fifty percent of the manufacturing employment statewide resides in the sub-regions of Kalispell and Missoula LFAs. The basic manufacturing industry for the two sub-regions is wood and related products. Both the sub-regions are forecast to experience moderate growth in both real labor income and employment as a result of growth in the service-producing sector and worker productivity. The wood products industry is Montana's largest manufacturing employer. Food processing and printing and publishing are also important manufacturing industries which are more evenly distributed throughout the state's sub-regions.

4) The Billings and Great Falls MSAs will lead the state in growth, sub-regions with specialization in service-producing (retail, wholesale, financial services, and services) basic industries. Billings' real labor income and employment will increase by 6.1 percent and 4.7 percent, respectively. Great Falls' real labor income and employment will increase by 6.2 percent and 4.8 percent, respectively.

5) The Hardin-Red Lodge, Lewistown, Glendive, Miles City, and Shelby LFAs will experience the lowest employment and real labor income growth rates in the state, sub-regions with significant sub-regional specialization in mining. The Hardin-Red Lodge, Lewistown, Glendive, and Miles City LFAs have the highest levels of sub-regional mining specialization in the state.

6) Of the seven major Montana trade centers--Yellowstone (Billings MSA), Cascade (Great Falls MSA), Missoula, Gallatin, Flathead, Lewis and Clark counties, and the City of Butte--six are geographically located in the western half of the state. Accordingly, those sub-regions geographically located in the eastern half of the state and not in close proximity to six major trade centers are generally forecast to experience lower growth rates than sub-regions in the western half of the state. In terms of spatial relationships, the northeast and southeast quadrants of the state will generally be expected to have limited trade linkages with the major trade centers, a factor which should contribute to lower economic growth.

7) Given the structural economic changes occurring as a result of national and global factors, each of the 14 sub-regions are forecast to experience increases in total employment, but the employment mix will continue to favor more service-producing jobs and fewer mining, agricultural services, and manufacturing jobs.

Employment opportunities will continue to shift from the goods-producing sector to the service-producing sector.

Each of Montana's sub-regional economies should experience growth in both real labor income and employment from 1990 to 1994. A shift in employment opportunities will favor service-producing sector jobs. Those sub-regions specializing in mining activities and not in close proximity to the major trade centers will generally experience lower economic growth. Economy wide, Montana's economic growth will continue to be negative from 1990 to 1994 as real personal income is expected to decrease by three percent.

ABSTRACT

An economic analysis was prepared for the state of Montana, which evaluates the historical and future performance of the Montana economy on a national, regional, and sub-regional basis.

The historical economic performance (1980-90) of the Montana economy is compared on a national and regional basis. The region used in the economic analysis is a contiguous region comprising **Montana, Idaho, Wyoming, North Dakota, and South Dakota.** From an economic analysis perspective, the contiguous region provides a reliable basis for evaluating the relative performance of the Montana economy. The states comprising the contiguous region share many similar socio-economic and geographical characteristics--a grouping of states comprising a homogeneous region. At the national level, the performance of Montana is evaluated against the performance of the U.S. economy.

The forecast future performance of the Montana economy uses 1990 as the base year. The forecasts used are from 1991 through 1994 and are published forecasts from the statewide econometric forecast model developed at the University of Montana. The statewide forecasts are extrapolated to the sub-regions comprising the Montana economy--Twelve Labor Force Areas (LFAs) and two Metropolitan Statistical Areas (MSAs)--to analyze sub-regional performance within the state of Montana.

A spatial analysis of the Montana economy was completed by analyzing the location of trade centers within the Montana economy. An identification of the statewide and sub-regional economic-base industries (basic industries) was also completed using location quotient analysis to determine regional specialization or comparative advantage.

The findings of the economic analysis are provided as an integral part of a statewide economic development strategy.

METHODOLOGY

The economic analysis evaluates the historical and future performance of the Montana economy on a national, regional, and sub-regional basis.

The methodology employed in the economic analysis used the following techniques:

1) An historical analysis using descriptive, socio-economic data for the years 1980 and 1990 was completed to evaluate Montana's statewide performance relative to the U.S. economy and the contiguous region.

2) A contemporaneous analysis using descriptive data from 1990 was completed to determine a base-year analysis for the Montana economy at both the statewide and sub-regional levels. Location quotient analysis using employment as the economic indicator was employed to identify economic-base industries for the Labor Force Areas and the Metropolitan Statistical Areas.

3) Forecasts were utilized to evaluate the statewide and sub-regional performance of the Montana economy. Statewide forecasts (1994) for employment and real labor income were provided by the University of Montana's econometric forecasting model. The statewide forecasts were then extrapolated to the sub-regional level to estimate employment and real labor income growth of industries in the Labor Force Areas and the Metropolitan Statistical Areas.

4) A spatial analysis was completed to analyze the spatial relationship between sub-regions and centers of trade within the Montana economy. Gravity quotients were computed for selected areas to measure the spatial effect between sub-regions and centers of trade.

5) A findings section is included which outlines the forecast statewide and sub-regional growth patterns as a requisite for the development of a statewide economic development strategy for the state of Montana.

THE MONTANA ECONOMY: AN OVERVIEW*

Montana is surrounded by the states of Idaho, Wyoming, North Dakota, and South Dakota. Each state, including Montana, has similar socio-economic characteristics. From a regional perspective, Montana and the four contiguous states comprise a homogeneous region contained within the broader U.S. economy. These states possess the same economic-base or basic industries--farming and agriculture, mining, rail transportation, lumber and paper products manufacturing, food processing, nonresident travel (tourism), and federal government civilian and military activity. These basic industries generally explain trends in nonfarm labor income, where nonfarm labor income is generally a good gauge of economic trends.

Basic industries within the Montana economy include agricultural services, farming, livestock operations, oil and gas extraction, coal mining, metal mining, nonmetallic minerals mining, rail and other transportation, lumber and paper products, food processing, tourism, selected manufacturing, and government. Many of these industries are regional in nature relative to the statewide economy.

Cattle, wheat, and barley generate over 80 percent of total agricultural receipts. Food processing and livestock operations have generally declined during the 1980s. Anticipated rises in grain prices are expected to boost the farming and agricultural sector, but real labor income for agricultural services is expected to experience downward trends in the future. In recent years, wood and paper products employment and real labor income have been in a state of flux, and future downward trends are forecast. Montana possesses huge coal reserves and production is expected to increase slowly, but downward trends for both real labor income and employment are projected for coal mining. Downward trends are also forecast for oil and gas extraction activities. Mining activity experienced a significant decline from 1989 to 1991. Total mining real labor income statewide is expected to increase from 1991 to 1994 because of forecast gains in metal and nonmetallic minerals mining. Despite the upward trends in these mining sectors, total real labor income in all mining sectors will remain below 1990 levels through 1994. Total mining employment is expected to decline and then remain relatively constant from 1991 to 1994. The downward trends in mining and related activities represent a broad-based U.S. malaise prevalent to natural resource industries. The railroad industry, which has direct ties to natural resource industries is also expected to continue to experience downward trends in both real labor income and employment. Contrary to most goods-producing industries displaying downward trends, non-wood related manufacturing is expected to continue an upward trend in real labor income and employment.

*--Information compiled from Outlook Winter 1992: The Montana Economy within a Regional Context, Bureau of Business and Economic Research, School of Business Administration, University of Montana.

Despite the historical importance of agriculture, mining, wood and paper products, and rail transportation, these sectors continue to display downward trends. These traditional goods-producing and related activities (basic industries) are being outpaced by service-producing activities such as the wholesale trade, retail trade, health services, nonhealth related services, tourism, and financial services. The Montana economy is running parallel with a national trend towards more service-producing economic activity.

From a regional perspective, certain types of economic activity are sub-regional in nature. Logging and wood products manufacturing are concentrated in the western one-third of the state. Oil and gas extraction and coal mining activities are primarily concentrated in the eastern half of the state, while metals and non-metallic mineral mining activities are primarily concentrated in the western half of the state. Food and kindred products manufacturing activities are primarily located near the Billings and Great Falls MSAs. Farming and agricultural services are distributed throughout the eastern two-thirds of the state. Tourism activity occurs near major cities, and in the recreational areas of the western part of the state and in the historical areas of the southeast part of the state. Montana also has decentralized metropolitan areas which act as trade centers. Yellowstone, Missoula, Cascade, Gallatin, Flathead, and Lewis and Clark counties, and the City of Butte provide trade center activity which includes general services, health services, retail trade, wholesale trade, and educational services. Certain sub-regions within the state of Montana are not in close proximity to these trade areas and do not directly benefit from trade linkages with the trade centers.

Montana is a state in structural transition like most regions of the U.S. economy. Specifically, traditional goods-producing industries continue to be on the decline and the service-producing sector continues to increase in importance. Except for farming, the historical dependence on agricultural services, wood products, and mining is continuing to give way to service-producing activities. A shifting of the economic-base to more service-producing activities will directly impact employment opportunities and real labor income in the state of Montana.

HISTORICAL ANALYSIS (1980-90)*

Chart A compares **socio-economic** categories using 1980-90 (or 1980-1989**) data to measure **percentage change** during the period. The charts compare data from states comprising the contiguous region. Chart A indicates the following historical performance as measured by the four categories.

1) Montana's percentage change in **resident population** exceeds Wyoming, North Dakota, and South Dakota.

2) Montana's percentage change in **households** exceeds Wyoming, North Dakota, and South Dakota.

3) Montana's **non-farm employment**** growth only exceeds Wyoming, where Wyoming experienced negative growth.

4) Montana's percentage change in **real per capita personal income**** exceeds only Wyoming.

5) Montana lags U.S. growth in all four categories.

"Gap" Analysis

NASDA then conducted a "gap" analysis comparing Montana's performance to the performance of the 5 states making up the contiguous region and to the United States as a whole, for the same 4 socio-economic categories during the 1980-1989 period. This "gap" analysis describes change in statistics as being a "positive gap" if the change is greater than the comparison group, or a "negative gap" if change is less. In other words, it treats growth in the comparison group as being normal, or equal to zero, and deviations above or below the comparison group are considered positive or negative.

1) Chart B - Montana displays a negative **employment** gap relative to the U.S. economy and the contiguous region. Only Idaho and South Dakota display positive employment gaps, and then only when compared to the contiguous region. On the whole, Montana and the 4 contiguous states display lower employment gains than the employment gains in the U.S. economy.

2) Chart C - Montana, Idaho, North Dakota and South Dakota display positive **real personal income** gaps relative to the contiguous region. Montana's positive gap is the smallest of the 4 positive gaps. When comparing the contiguous region and the U.S. economy, all states in the contiguous region display real personal income gaps.

3) Chart D - Montana displays the largest negative **manufacturing production worker hourly earnings** gaps relative to both the contiguous region and the U.S. economy. Only Wyoming displays a positive gap relative to both the contiguous region and the U.S.

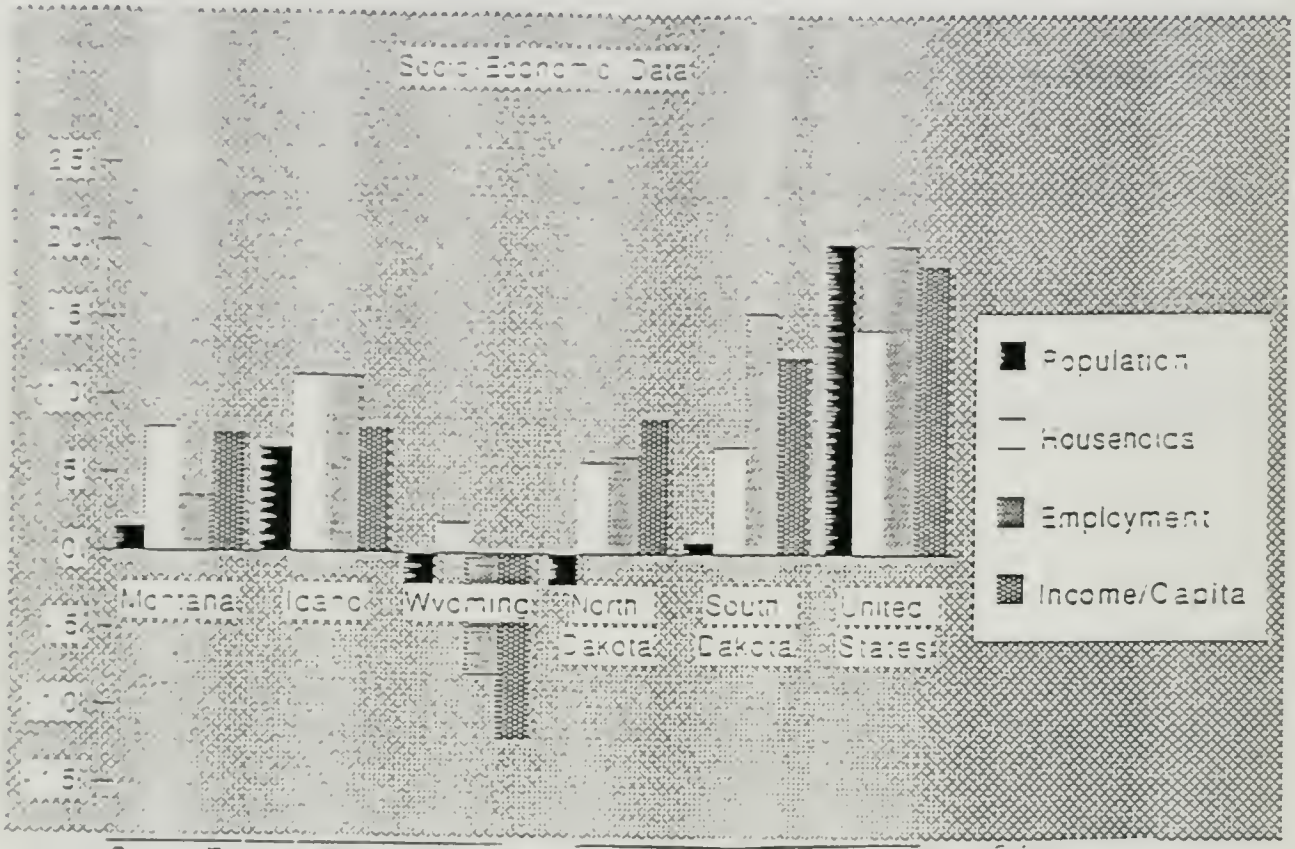
economy.

4) Chart E - On a **real per capita personal income** basis, Montana, Idaho, North Dakota and South Dakota all display positive gaps relative to the contiguous region. None of the contiguous region's states display a positive gap when compared to the U.S. economy.

* Data used was taken from the 1991 Statistical Abstract of the United States, United States Department of Commerce.

CHART A

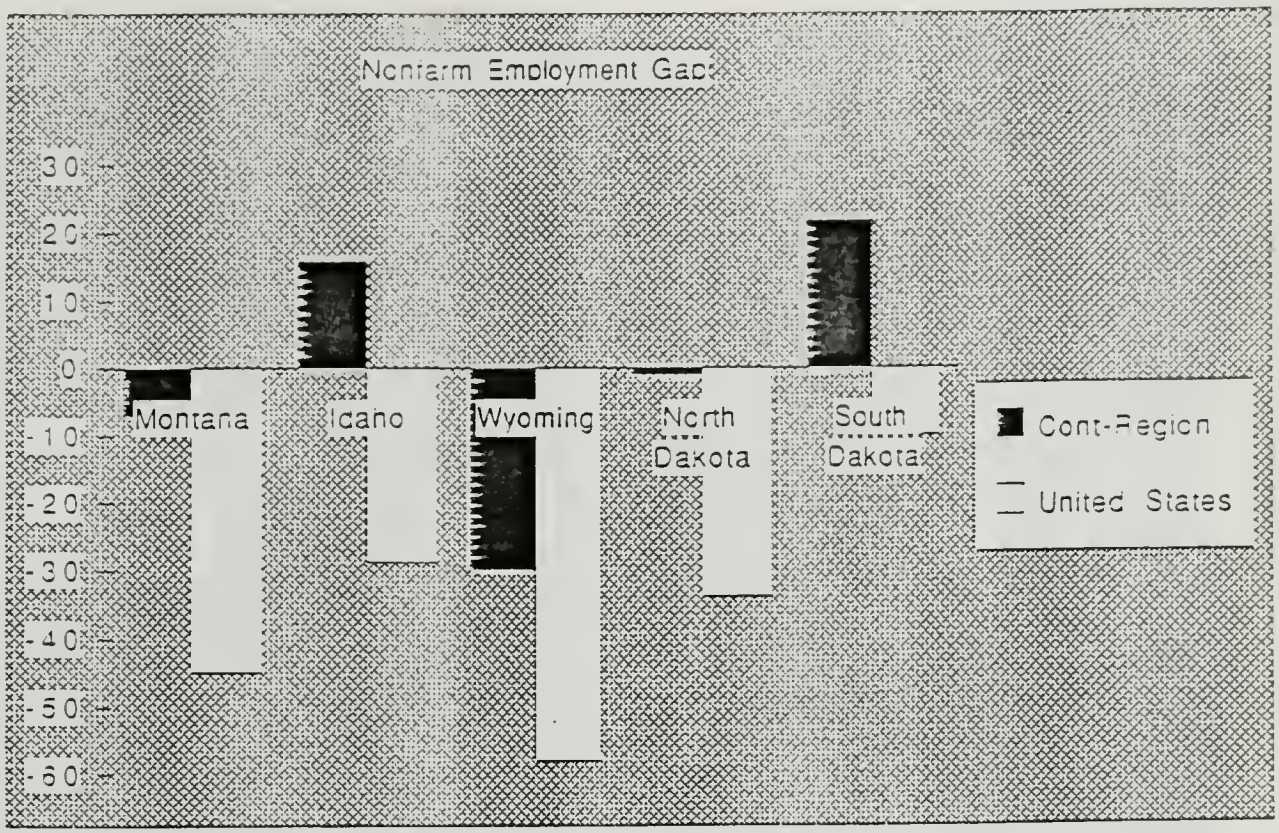
Growth Rates in Population, Households, Employment and Per-Capita Income



States-Region	RESIDENT POP	HOUSHLDS	NFARM EMP	RP-INC/CAP
Montana	1.6	7.9	3.6	7.6
Idaho	6.7	11.3	11.3	8
Wyoming	-3.4	1.9	-7.9	-12.1
Colorado	14	20.3	17.6	12.4
New Mexico	16.3	22.9	20.5	5.8
Arizona	34.3	40	43.7	14.6
Utah	17.9	19.3	26.4	11.1
Nevada	50.1	53.2	45.6	12.1
North Dakota	-2.1	5.3	6.2	8.7
South Dakota	0.3	6.3	15.5	12.5
Mountains	9.3	26.3	24.7	10.7
United States	20.1	14.4	19.9	18.6

CHART B

Gap Analysis: Employment Growth Compared to the Region and to the Nation.



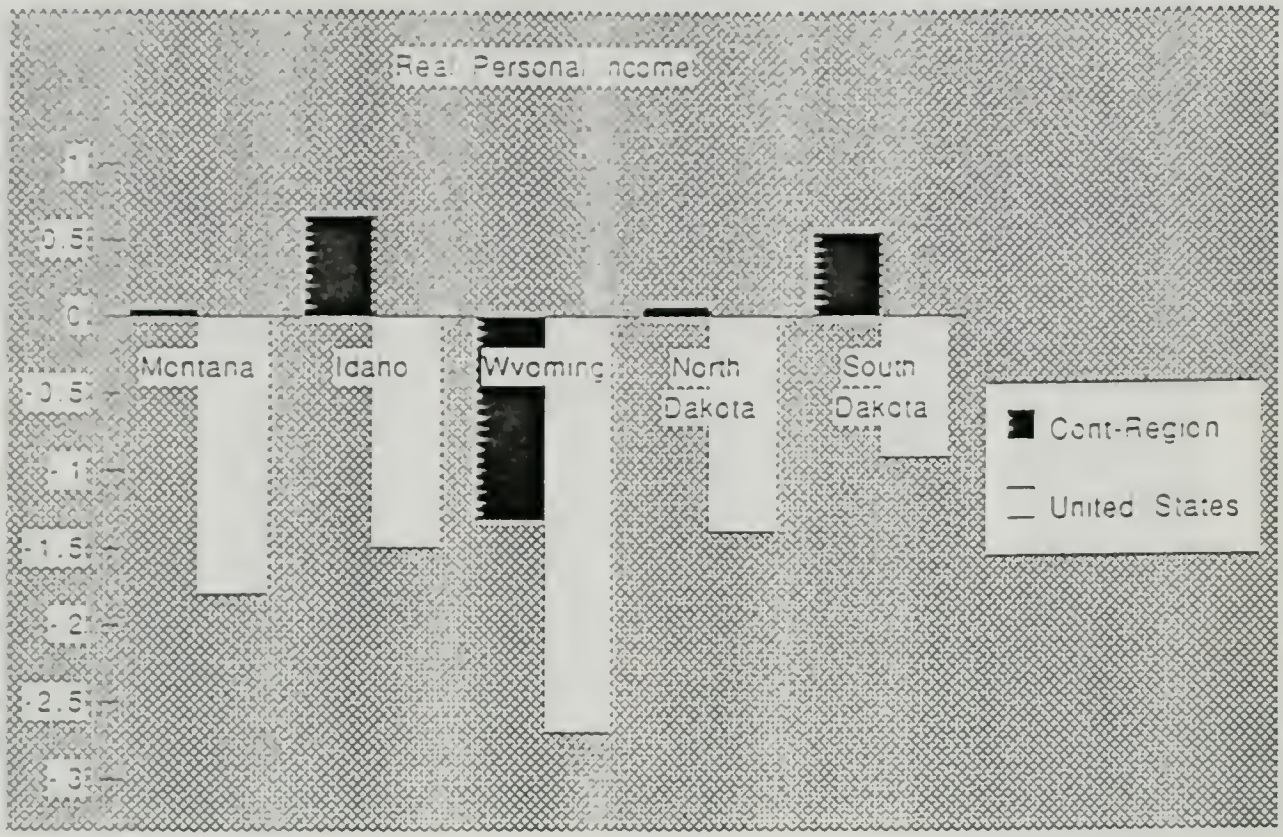
Non-farm Employment Growth (1985-1989)

	MONTANA	IDAHO	WYOMING	NORTH DAKOTA	SOUTH DAKOTA
United States	-19.17	-6.54	-36.12	-20.15	-1.82
Cont-Region	-1.50	14.75	-23.01	-4.19	13.95

Chart B illustrates growth in non-farm employment relative to the contiguous region and the U.S. economy. Montana experienced negative employment growth relative to the contiguous region and the U.S. economy. Only Idaho and South Dakota display positive employment growth, and then only when compared to the contiguous region. On the whole, Montana and the four contiguous states display lower employment gains than the U.S. economy.

CHART C

Gap Analysis: Real Personal Income Compared to the Region and to the Nation



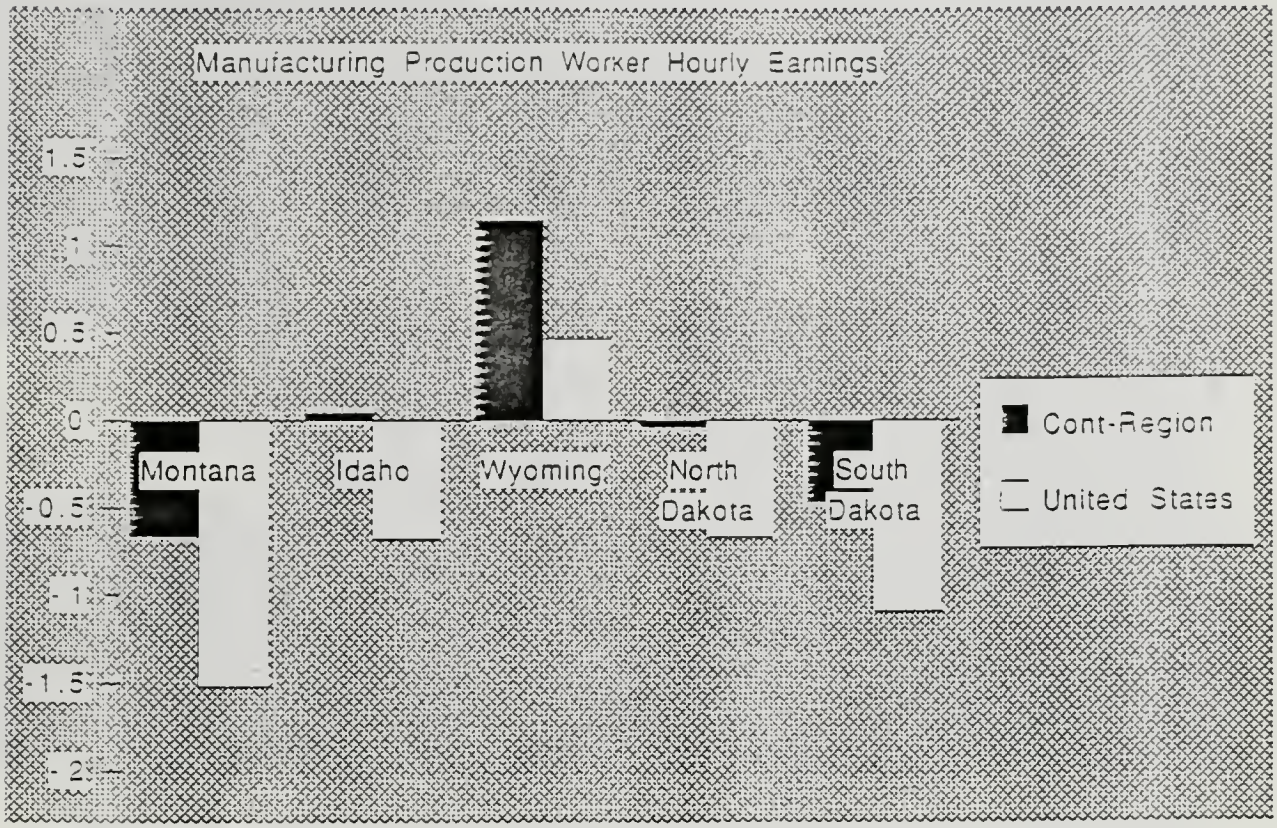
Real Personal Income Growth (1985-1989)

	MONTANA	IDAHO	WYOMING	NORTH DAKOTA	SOUTH DAKOTA
United States	-0.46	-0.27	-1.37	-1.36	-0.42
Cont-Region	0.37	0.72	0.77	-0.61	0.30

Chart C illustrates growth in total real personal income relative to the contiguous region and the U.S. economy. Montana, Idaho, North Dakota, and South Dakota display positive growth in real personal income relative to the contiguous region. Montana's growth level is the smallest of the four positive growth positions. All five states display negative growth in real personal income when compared to the U.S. economy.

CHART D

Gap Analysis: Manufacturing Production Worker Hourly Earnings Compared to the Region and the Nation



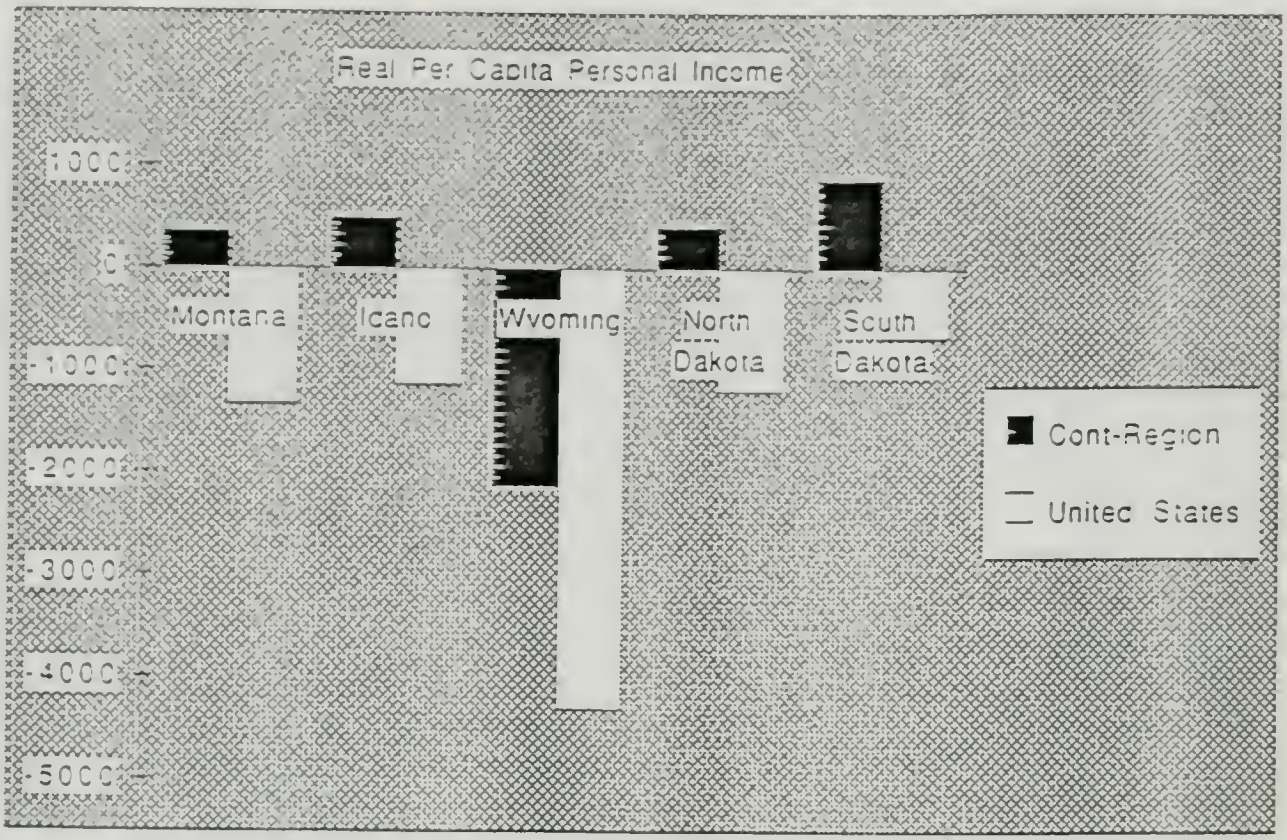
Manufacturing Production Worker Hourly Earnings Growth (1985-1989)

	MONTANA	IDAHO	WYOMING	NORTH DAKOTA	SOUTH DAKOTA
United States	-0.89	-0.14	-0.02	-0.06	0.11
Cont-Region	-0.65	0.07	0.19	0.12	0.27

Chart D portrays growth in manufacturing production worker hourly earnings relative to the contiguous region and the U.S. economy. Montana displays the largest negative gap in growth relative to both the contiguous region and the U.S. economy. Only Wyoming displays positive growth relative to both the contiguous region and the national economy.

CHART E

Gap Analysis: Real Per Capita Personal Income Compared to the Region and to the Nation



Real Per Capita Personal Income Growth (1985-1989)

	MONTANA	IDAHO	WYOMING	NORTH DAKOTA	SOUTH DAKOTA
United States	100.85	7.40	-1341.36	-1208.86	-216.29
Cont-Region	608.78	506.22	-749.55	-657.76	292.31

Chart E depicts growth of real per-capita personal income relative to the contiguous region and the U.S. economy. Montana, Idaho, North Dakota, and South Dakota all display positive growth relative to the contiguous region. None of the states display positive growth when compared to the U.S. economy.

Table A identifies the structural transition occurring in employment in the Montana economy.

TABLE A STRUCTURAL CHANGE IN U.S. AND MONTANA INDUSTRY EMPLOYMENT Employment Trends as a Percent of Total Nonfarm Employment

Year/Industry Sector	1960	1970	1980	1990
Montana Mining	4.4%	3.3%	3.1%	2.1%
U.S. Mining	1.3%	0.9%	1.1%	0.7%
Montana Manufacturing	12.2%	11.9%	8.6%	7.5%
U.S. Manufacturing	31.0%	27.3%	22.4%	19.0%
Montana Service-Producing	53.7%	53.3%	58.0%	63.0%
U.S. Service-Producing	46.9%	49.0%	53.7%	59.0%
Montana Government	23.1%	26.1%	25.0%	23.9%
U.S. Total Government	15.4%	17.7%	18.0%	16.5%

Source: Annual Planning Information for 1991-1992, Montana Department of Labor & Industry, and the 1991 Statistical Abstract of the United States, United States Department of Commerce.

Global competition, changing technology, worker productivity, and consumer preferences for more services have shifted employment opportunities from mining and manufacturing activities to the service-producing sector. The Montana historical trend parallels the U.S. historical trend. Apart from cyclical fluctuations, these trends represent fundamental structural changes in employment opportunities which can be expected to continue through the decade of the 1990s. Future employment opportunities will continue to be generated by the service-producing sector as the employment mix will continue to favor service-producing employment.

As a result of the structural changes occurring, mining and manufacturing employment opportunities will continue to diminish. Federal government employment opportunities will also continue to decrease. Most of Montana's employment opportunities will continue to be generated from the service-producing sector. Montana, like the U.S. economy, will continue to move towards a more service-sector based economy.

LOCATION QUOTIENT

Location quotient analysis was utilized to determine statewide and sub-regional specialization in production. Employment was used as the economic indicator. The location quotient technique is used to determine a region's specialization in the production of goods and services. Those industries displaying regional specialization in the production of certain types of goods and services are known as the region's economic-base industries--basic industries. Regional specialization in the production of certain types of goods and services, in part, indicates a regional competitive advantage (comparative advantage) in production. Regional specialization also presumes regional export activity--the sale of goods and services outside the region. Regional export activity brings income from outside the region into the region, resulting in regional economic growth. Economic-base theory postulates that the level of regional specialization (or export activity) determines the level of regional economic growth.

Location quotients greater than one (> 1) indicate regional specialization in that the level of industrial activity in a region exceeds the level of activity for the broader economy. Location quotients greater than one then presume regional specialization (comparative advantage in production due to resource endowments and other indigenous regional characteristics) and corresponding regional export activity.

Table B identifies statewide industry location quotients for Montana. The location quotients compare statewide specialization in production with the U.S. economy. Given the results in Table B , Montana possesses regional specialization in mining, transportation, communications, and utilities, retail trade, and government relative to the U.S. economy. These industries represent, in part, Montana's competitive advantage relative to the U.S. economy.

TABLE B MONTANA'S REGIONAL SPECIALIZATION
Employment Location Quotients (> 1) 1990

Industry	U.S.
Mining	3.1
Construction	---
Manufacturing	---
Tran. Comm. and Utilities	1.1
Wholesale	---
Retail	1.2
Finance	---
Service	---
Government	1.4

Source: Annual Planning Information for 1991-1992, Montana Department of Labor& Industry

Table C identifies industry sub-regional location quotients for the twelve LFAs and the two MSAs when compared to the U.S. economy. In Table C, sub-regional specialization in production is determined at the national level and also the statewide level. Those industries listed in Table C possess location quotients greater than one (> 1) when compared to the national economy, and also have location quotients greater than one relative to the state economy (state LQs are not listed). In other words, the industries identified at the sub-regional level possess a comparative advantage at both the national level and the state level.

TABLE C MONTANA'S SUB-REGIONAL SPECIALIZATION
Employment Location Quotients (> 1) 1990

Region	Min	Con	TCU	WH	Ret	Fin	Ser	Gov
Billings			1.23	1.73*	1.32		1.11*	
Great Falls				1.22	1.44*	1.02*	1.09	
Bozeman					1.42			1.40
Anaconda-Butte	6.88		1.41					1.58
Glasgow	6.51							1.74
Glendive	7.40		1.59					1.64
Havre					1.33		1.07	1.83
Hardin-Red Lodge	21.24*							1.83
Helena								2.09*
Kalispell					1.24			
Lewistown	6.92	1.01*						1.82
Missoula			1.14		1.25			
Miles City	9.21		2.16*					1.73
Shelby	4.51			1.04				2.04

*--represents the largest sub-regional comparative advantage in the state.
Source: Annual Planning Information for 1991-1992, Montana Department of Labor & Industry

From a sub-regional and statewide perspective, the Hardin-Red Lodge LFA has the greatest comparative advantage in mining activities. The Billings MSA has the greatest comparative advantage in the wholesale trades and services. The Great Falls LFA has the greatest comparative advantage in retail trade and financial services. The Helena LFA, due to state government activity, displays the greatest sub-regional specialization for government. The Miles City LFA displays the greatest sub-regional specialization in transportation, communication, and utilities.

In contrast, Montana displays no regional or sub-regional advantage in manufacturing when compared to the U.S. economy. Although, wood and paper products manufacturing is a basic industry for Montana.

STATEWIDE AND SUB-REGIONAL FORECASTS

Statewide and sub-regional forecasts (1990-1994) are provided for industry employment and real labor income. The statewide forecasts are taken from published forecasts generated by a statewide econometric forecasting model developed at the University of Montana. Sub-regional forecasts were derived for the twelve LFAs and two MSAs by extrapolating the statewide forecasts to each sub-region. Specifically, sub-regional employment and real labor income changes were assumed to follow statewide forecasts, were differences in sub-regional performance were a result of differing sub-regional industrial employment mixes (1990 data). Although the extrapolation represents only an approximation, the percentage change recorded in employment and real labor income should be reliable given that both the base year (1990) and the forecast year (1994) were computed using the same approximation technique.

Charts F through T show the projected change in employment mix at the state and sub-regional levels as a result of forecast changes in employment from 1990 to 1994 for the major industrial classification sectors: **Agriculture, Mining, Construction, Manufacturing, Transportation, Utilities & Communications, Wholesale, Retail, Financial Services, Services, and Government.**

APPENDIX

II. BANK SYSTEM CHARTS BY CORPORATION FOR ENTERPRISE DEVELOPMENT

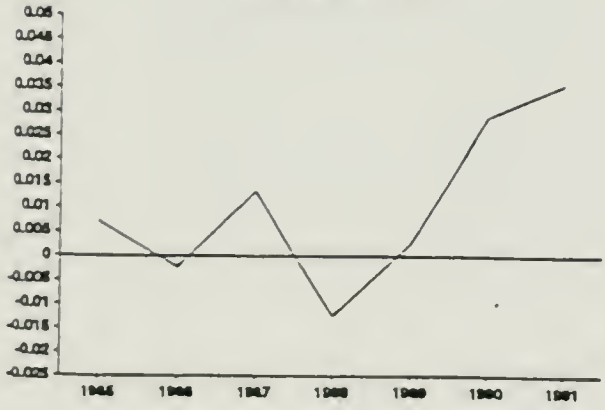
These charts have been compiled from data gathered by the Corporation for Enterprise Development.

Sources include:
Federal Deposit Insurance Corporation (FDIC)
Small Business Administration (SBA)
and Direct Firm Surveys

CHANGE IN DEPOSITS

Great Falls Banks

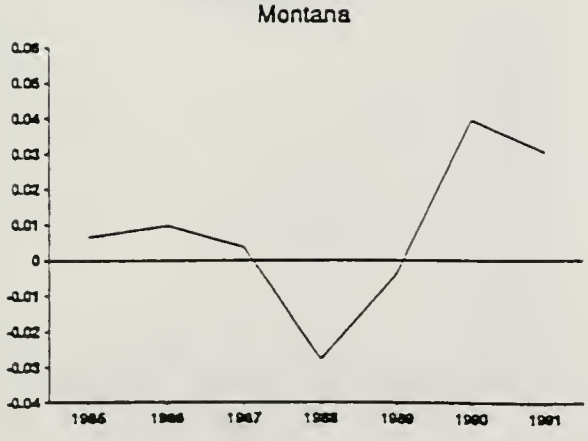
Montana Banks



US Banks

HEALTH OF BANKING SYSTEM

CHANGE IN ASSETS



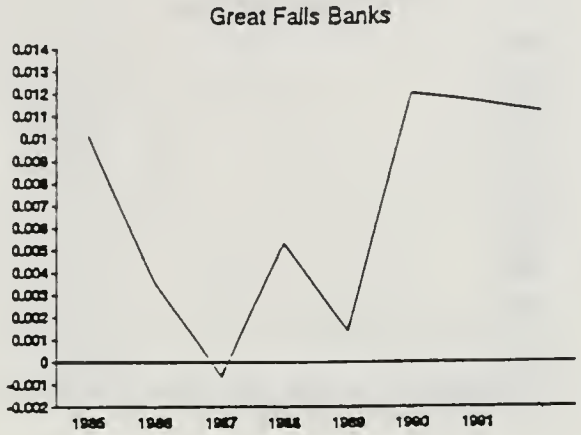
DEPOSITS PER WORKER

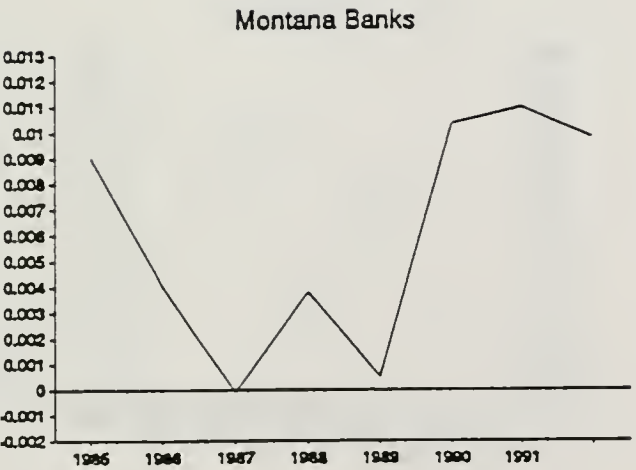
Great Falls Banks

Montana Banks

US Banks

PROFITABILITY RETURNS ON ASSETS





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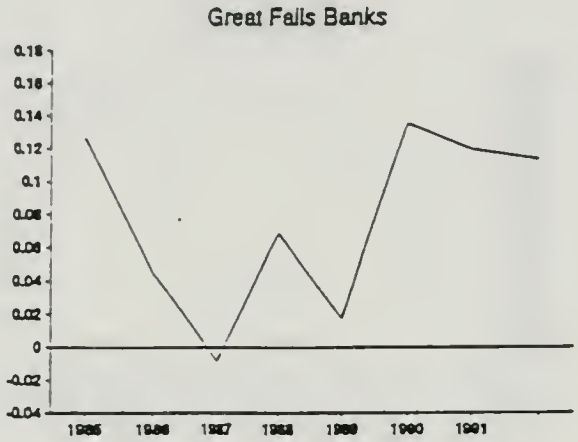
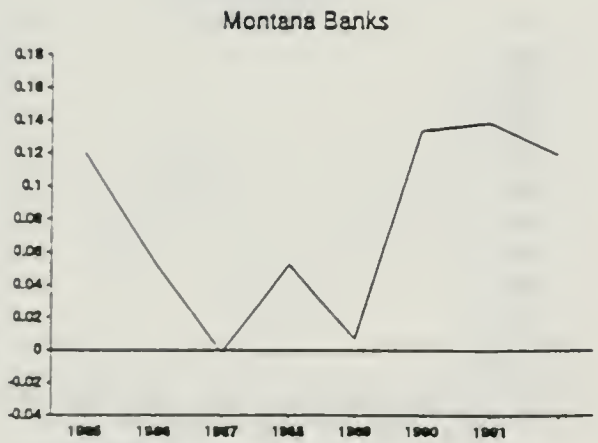
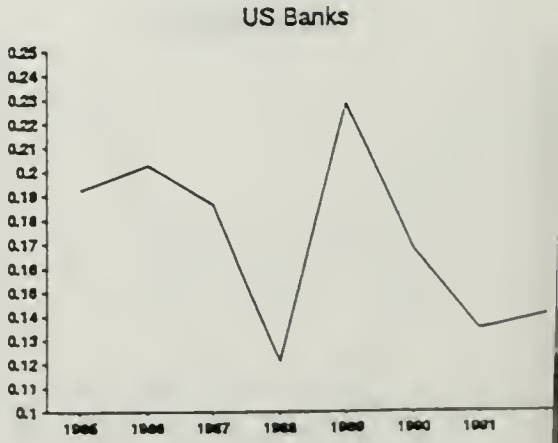




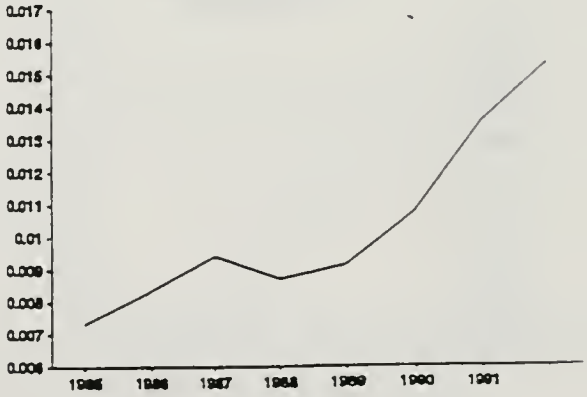


BAD LOANS TO TOTAL LOANS

Great Falls Banks

Montana Banks

US Banks



AGGRESSIVENESS OF BANKING SYSTEM

LOANS TO DEPOSIT

Great Falls Banks

Montana Banks

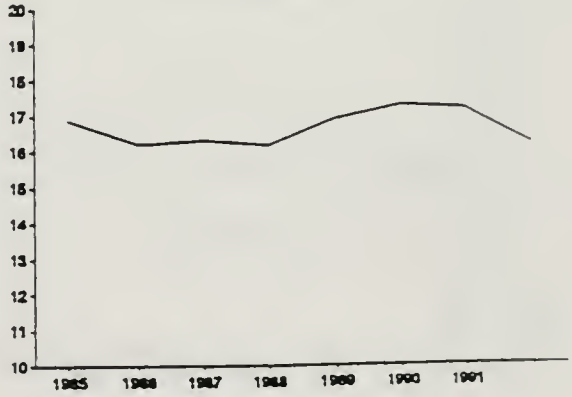
US Banks

LOANS TO EQUITY

Great Falls Banks

Montana Banks

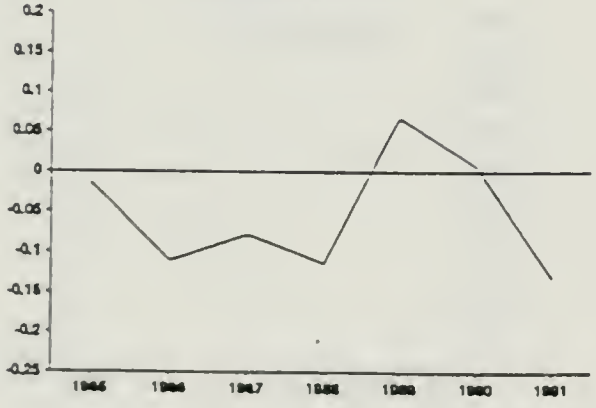
US Banks



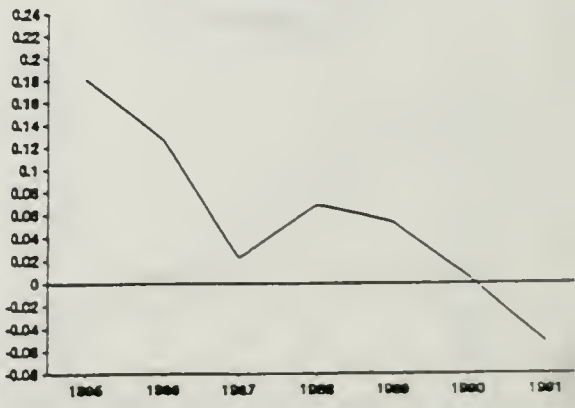
CHANGE IN COMMERCIAL AND INDUSTRIAL LOANS

Great Falls Banks

Montana Banks

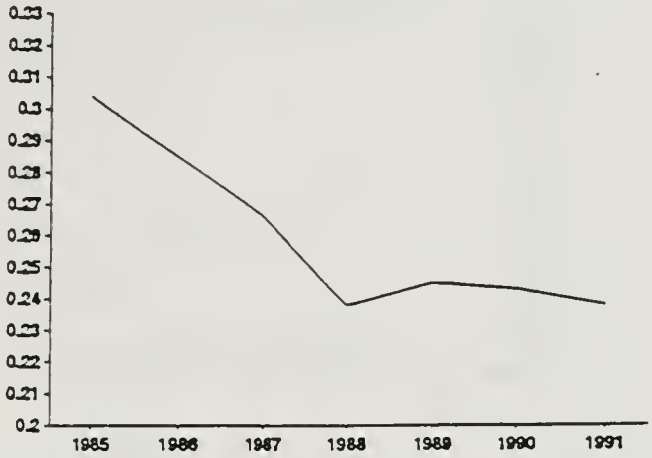


US Banks



RATIO OF COMMERCIAL TO TOTAL LOANS

Great Falls Banks



Montana Banks

US Banks

COMMERCIAL AND INDUSTRIAL LOANS PER WORKER

Great Falls Banks

Montana Banks

US Banks

APPENDIX

III. A DETAILED ANALYSIS OF NEIGHBORING DEVELOPMENT PROGRAMS

IDAHO

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Idaho's cost of living is much lower than the national average and second lowest of all Western states.

PROGRAMS

Finance

Idaho's state and federal financing programs include the SBA 504 Loan Program, the SBA Guaranteed Loan Program (7a Program), the FmHA Business and Industrial Loan Program, EDA Loans and Grants, and the CDBG Program.

Idaho has long-term financing which includes bond programs--General Obligation Bonds and Industrial Revenue Bonds.

Technical Assistance

The **GEM Communities Program** provides focused technical assistance in economic development to Idaho's communities. Completion of the GEM requirements will enhance a community's ability to adapt to changes in the world economy while maintaining a desired way of life. GEM communities receive training in organizing an economic development group, leadership and conflict resolution, infrastructure improvements, strategic planning methods, community assessment, business retention and expansion, and economic diversification strategies. Communities completing the tasks required for certification will be recognized through media events, advertising, certificates, and GEM COMMUNITY signs. GEM communities may apply for up to $10,000 as a matching grant for implementing their economic development strategy and will qualify for extra planning points on CDBG projects.

Tourism

Tourism is Idaho's third-largest and fastest-growing industry. It provides jobs for thousands of people and generates millions of dollars in local, state, and federal tax revenues. Domestic visitors spend over $1 billion annually, and international travelers spend over $750 million. The objective of the state's tourism development program is to increase visitor expenditures. Idaho's travel promotion and development activities are funded by a 2 percent tax levied on hotel and motel rooms and private campgrounds. The number of inquiries received from potential visitors for travel information is one indicator of success of the program. An estimated 200,000 inquiries are generated annually from the state's promotional efforts, and approximately 34 percent result in a new Idaho travel party.

TAXES

The majority of Idaho's tax revenues come from three sources--income taxes (personal and corporate), sales and use taxes, and property taxes. Property taxes are not levied by the state, but by individual counties and taxing districts.

Corporate Income Tax

Idaho taxable income is taxed at the rate of 8 percent. For corporations operating entirely within Idaho, taxable income is the same as that reported for federal purposes, subject only to modifications contained within the Idaho law. Multistate corporations must apportion their income using an equally-weighted three-factor formula comprised of property, payroll, and sales.

Personal Income Tax

A tax is imposed on Idaho taxable income of individuals, estates, and trusts. Tax rates range from 2 percent to 8.2 percent, depending on income. For salaried workers, the income tax is collected mainly by withholding. Withholding rates, similar to the federal system, are tailored to the income and personal exemptions of the employee. Employers are required to withhold an amount approximately equal to the tax due. Farmers and other employers exempt from withholding under the Internal Revenue Code are required to withhold 1 percent of gross wages.

Sales and Use Taxes

Retail sales of tangible personal property are taxed at 5 percent. If a sales tax is not applied at the point of purchase, a 5 percent use tax is due from the consumer. Sales tax also applies to admission fees and fees for recreation or hotel or motel accommodations (except for stays of more than 30 consecutive days). Excluded from this tax are utilities, motor fuels (which are taxed separately), prescription drugs, and tangible personal property used for production activities involved in manufacturing, farming, processing, mining, and fabricating.

Property Taxes

Property taxes apply to the full market value of homes (including manufactured housing), farms, businesses, industry, warehouses, offices, privately-owned real estate, and operating property, as well as personal property such as machinery and equipment, farm implements, and office furniture and equipment.

Exemptions from property tax include inventories, livestock, stored property in transit, pollution-control facilities, household belongings, clothing, properly licensed motor or recreational vehicles (RV owners pay a permit fee instead of a property tax), and most property belonging to religions, fraternal and educational organizations, and institutions. Partial exemptions are available for residential improvements and the speculative value of agricultural land.

Property-tax rates are governed by the needs of taxing authorities. County commissioners, city councils, and school trustees hold public hearings and approve or adjust budgets accordingly.

Severance Tax

This is a 2 percent tax on all oil and gas produced, saved and sold, or transported from the premises in Idaho where produced. The tax is based on the market value of the oil or gas which the production site yields.

Fuel Taxes

Gasoline is taxed at 18 cents/gal. Off-the-road users are granted refunds for taxes on gasoline used in equipment and auxiliary engines. Gasohol is taxed at 14 cents/gal. A 3.5 cents/gal. tax is imposed on all aviation fuel, except for military aircraft.

Special fuels include diesel, propane, and natural gas. The special-fuels tax is collected at the pump on fuel delivered into any motor vehicle, regardless of weight, unless the vehicle displays a 96-hour trip permit or an Idaho special fuel permit. Holders of valid special-fuel permits buy fuel free of tax and make quarterly payments based on actual consumption. Special fuel tax rates are 18 cents/gal. for diesel, 13 cents/gal. for propane, and 14.2 cents/therm for natural gas.

Travel and Convention Hotel/Motel Tax

This is a statewide 2 percent retail sales tax imposed on hotel and motel occupants and campground users. Long-term residents (more than 30 consecutive days) are exempt.

INTERNATIONAL

Idaho's international business goal is to increase quality job opportunities and to enhance economic growth and diversity through expanded international business, with special emphasis on small and medium-sized businesses and rural communities.

As Idaho enters the last decade of the 20th century, export sales have exceeded $1.4 billion annually, nearly double the figure of only three years earlier. An estimated 40,000 jobs are directly dependent on exports, and thousands more are indirectly dependent on overseas sales of Idaho's goods and services.

The Idaho Department of Commerce provides export counseling to help businesses get started in exporting or in expanding established exporting operations. The **International Business Center** coordinates services for businesses interested in developing international markets, including materials and technical support. International trade workshops and seminars are held across the state to explain important aspects of export financing, documentation and shipping, current trends in foreign markets, and updates on how new laws and regulations affect businesses. The Department of Commerce provides a monthly international-business newsletter to keep businesses informed about upcoming trade shows, trade missions, and seminars, as well as up-to-date trade leads. Trade leads are accessed through federal and private data banks, which provide international sales opportunities and overseas contacts for future business.

The Department of Commerce hosts international buying missions, leads and organizes trade missions, has overseas representatives, participates in international catalog shows, and publishes a listing of Idaho companies which export their products--the **Idaho International Trade Directory.**

BUSINESS REPORTS, PERMITS, AND LICENSES

Businesses are encouraged to investigate the regulations, permits, and licenses required by the cities and counties where they are located. Detailed information can be obtained from the local chamber of commerce and the city and county governments.

MONTANA

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Economic Development
Montana Department of Commerce
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(406) 444-2808 Fax

Montana has a wealth of natural resources, most of which exist as raw materials, including forests and agricultural land, metals and non-metallic minerals, and energy resources.

The fastest-growing small-business industries in Montana are high-tech manufacturing, general manufacturing, and business services.

PROGRAMS

Montana Department of Commerce performs a variety of functions, including business tourism promotion; business finance; business, economic and census information services; community development and finance; and business licensing and regulation. To streamline service, the department operates through four major policy groups, the Economic Development Policy Group, the Tourism Policy Group, the Public Service and Safety Policy Group, and the Administration Policy Group, each headed by a chief administrator.

I. DIVISION ACTIVITY

BDD funds community-level business loans through the Community Development Block Grant and Microbusiness Finance programs; publicizes and represents Montana to firms planning relocation or expansion; and provides economic, demographic and business data through the Office of Research and Information Services.

II. INDIVIDUAL PROGRAMS

A. Small Business Development Center Programs

The Small Business Development Center is the outreach are of the Division, providing training and consulting to small businesses at local offices throughout Montana. The SBDC network currently has full service subcenters in Great Falls and Billings. Each subcenter operates as a partnership between the Montana SBDC and local development organizations. Montana-owned business can get information and consulting in the following program areas:

1. Finance

SBDC finance officers consult with and train businesses in financial planning, loan packaging, public and private capital sources, and business tax incentives. The program also works with communities, businesses and private lenders to encourage the use of various public sector financing programs.

2. Marketing

The marketing program works with businesses to expand outlets for products manufactured or processed in Montana. Products of Montana manufacturers are represented at selected trade shows both in the United States and foreign countries. The program also publishes the Montana Manufacturers Directory and the Consumer Products Directory, as well as making the "Made in Montana" logo available to Montana manufacturers.

3. Business Information System

The Montana SBDC's Business Information System (BIS) is an electronic bulletin board, accessible free of charge to anyone with a personal computer, communications software and modem. The BIS posts a variety of economic, demographic and business data, including state government bid solicitations, export trade opportunity leads from the U.S. Department of Commerce, and population, income and employment statistics for Montana cities and counties.

4. Licensing Information and Business Advocacy

a. Licensing

The office distributes information on state licensing requirements of starting and operating a business, and provides assistance to businesses applying for licenses and permits. The office also serves as an advocate for small businesses in their dealings with government.

b. Montana Ambassadors

The Montana Ambassadors, a privately-funded membership association, are staffed by this office. The Ambassadors, made up of approximately 200 business and university leaders from throughout the state, assist in business recruitment, help to market Montana products outside the state, and host foreign visitors and trade delegations.

B. International Trade Office

The International Trade Office works to increase the foreign sales of Montana companies. In addition, the international trade staff promotes tourism and pursues inward foreign investment opportunities. One-stop technical assistance to businesses wishing to enter foreign markets is available. The office conducts special training programs throughout the

year to prepare more firms for export activity, The Division maintains a product showroom in the Taipei World Trade Center on Taiwan and trade offices in Tokyo and Kumamoto, Japan.

C. Business Location and Loan Administration

1. Location and Business Recruitment

The Business Location program publicizes and represents Montana to firms planning relocation or expansion; initiates and develops relations with target industries and individual firms, and prepares and presents location data in response to inquiries received by the department. The location office also works closely with local development organizations in their efforts to recruit new firms to their communities.

2. Community Development Block Grants (CDBG)

The Division administers Community Development Block Grants awards for economic development projects. This federally-funded competitive grant program awards approximately $1.3 million annually to Montana cities, towns and counties. Local governments then lend the money to private business projects. Applications are made to the division by the local government sponsoring the projects. Projects are selected by considering feasibility, economic impact and job creation for low to moderate income persons. This office also administers a state-level EDA funded revolving loan program that operates on principles similar to CDBG loans.

3. Microbusiness Finance Programs

Initiated by the 1991 Legislature, the Microbusiness Finance Program utilizes $3.25 million from the coal tax trust fund to capitalize a network of 10 to 12 regional revolving loan funds serving the entire state. These regional funds specialize in providing training in business planning and management, as well as small loans (up to $20,000) to "microbusiness" -- companies with fewer than 10 employees and gross revenues of less than $500,000 per year. The program is currently in its start-up phase, with 5 regional funds established as of August 1992.

D. Office of Research & Information Services (ORIS) and Census & Economic Information Center (CEIC)

The Office of Research & Information Services (ORIS) and the Census & Economic Information Center (CEIC) provide a central and comprehensive economic, demographic and business data and information resource that is available to individuals as well as public and private organizations.

ORIS/CEIC maintains documents and computer-retrievable files that address the economy of the state (historical as well as current) including special papers, annual, quarterly and monthly statistical reports from federal and other Montana state agencies.

As the lead agency in the Montana State Data Center program, CEIC is the state agency designated to receive, reproduce and distribute maps and data from the 1990 Census.

The 1982 Legislature authorized the **Board of Investments** Office of Development Finance to administer a series of programs to help small businesses obtain attractive capital financing. Though these programs all operate with different eligibility criteria, their primary objective is to make long-term, fixed-rate financing available to small Montana businesses. To accomplish this goal, the board actively purchases qualified residential and commercial Montana mortgages from approved sellers and servicers, acquires the guaranteed portion of SBA and FmHA loans from Montana financial institutions, and buys certificates of deposit from qualified Montana financial institutions. The Board is a development agency and its responsibility is to strengthen and diversify Montana's economy through prudent investments in qualifying state businesses.

The **Montana Health Facility Authority** (MHFA) lends bond proceeds to nonprofit health-care programs for projects involving construction, renovation, or equipment purchases. By lending to facilities at below commercial rates, the MHFA reduces the facilities' spending and indirectly contains Montana's health-care costs.

The **Local Government Assistance Division** provides technical and financial assistance to units of local government; insures local political subdivisions' financial compliance; provides grants and administers federal housing, economic development and public-works funds; and provides administrative support to the Montana Coal Board and the Montana Hard Rock Mining Impact Board.

The **Montana Science and Technology Alliance** (MSTA) provides financing for entrepreneurial development aimed at revitalizing existing Montana industries and encouraging new ones. The Alliance's Seed Capital Financing Program provides funding for early-stage Montana entrepreneurial companies. Generally, these companies do not meet conventional banking loan criteria because of their need for working capital and their lack of collateral. To provide companies with venture-capital-style financing, the MSTA uses its authority over $7.5 million of the Coal Severance Tax Trust Fund to participate with private investors on at least a dollar-for-dollar basis. The Alliance may loan up to $350,000 in a single financing round, and up to a maximum of $750,000 to any one company over time. The MSTA structures all financing as loans with interest rates set at a level that provides a reasonable return on investment. However, the Alliance defers the loan's debt service until maturity.

The 1991 Legislation authorized the MSTA to manage an additional $5.1 million of the Coal Severance Tax Trust Fund for a Research and Development Loan Program. These funds will support various research and development activities in the state by:

- providing matching funds for Montana State University's National Science Foundation-designated Center for Interfacial Microbial Process Engineering;

- assisting medical facility projects;

- aiding activities such as the Centers of Excellence program, the Montana Entrepreneurship Centers, and industry-sponsored research projects; and

- meeting matching-fund requirements for various federally-funded programs to stimulate competitive research and development projects.

The **Montana Board of Housing** was created by the Montana Housing Act of 1975 to provide decent, safe, and sanitary housing and to alleviate the high cost of housing for lower-income individuals and families. Program operating funds are generated either through the sale of tax-exempt bonds or through administrative fees. The board receives no state funds to operate the programs.

Tourism Policy Group

The **Montana Promotion Division**--Travel Montana--promotes the state domestically and internationally as a year-round vacation destination and a location for filming motion pictures and TV commercials. Through its programs, the division strives to increase the number and length of visits by nonresidents, thus generating revenues and jobs for Montana. As part of this effort, tourism staff work closely with other states and provinces and the private sector to increase the scope of Montana's private tourism-related activities. Promotional efforts are guided by a 15-member, legislatively-mandated Tourism Advisory Council (TAC), whose members are appointed by the governor. TAC was created in July 1987 to advise the Governor on matters on travel and tourism; set policies and guide the efforts of Travel Montana; oversee distribution of funds and set guidelines for nonprofit regional tourism corporations and convention and visitors bureaus; prescribe allowable administrative expenses; and direct the university system's travel research and approve all projects.

Montana's tourism-promotion efforts are funded solely by the Montana lodging tax, which is a 4 percent tax on rates of hotels, motels, campgrounds, resorts, and other lodging facilities. Twenty-five percent of the state's tourism budget is legislatively allocated to 15 Certified Tourism Organizations, which are private, nonprofit corporations that market specific regions and cities within the state, under the guidance of the Montana Tourism Advisory Council. Several main marketing areas exist within Travel Montana: consumer advertising, group travel, overseas marketing, motion picture and television locations, publicity, public relations, publications, infrastructure development, and regional marketing.

Public Service and Safety Policy Group

There are 9 divisions within the Public Service and Safety Policy Group, as follows:

- Aeronautics Division
- Office of Consumer Affairs
- Financial Division

- Board of Horse Racing
- Coordinator of Indian Affairs
- Local Government Assistance Division
- Montana Lottery
- Public Safety Division
- Transportation Division

Administration Policy Group

The **Management Services Division** provides internal support to all agency programs including budgeting, accounting, purchasing, contracting, personnel administration, payroll, training, and the analysis, development, maintenance, and supervision of department data-processing systems and hardware.

For information on state and federal programs within each policy group, see Appendix B.

INDUSTRIAL TRAINING

Montana's **Job Opportunities and Basic Skills** (JOBS) program is the cornerstone of the state's welfare-reform project begun in October 1989. The program was developed with four goals in mind:

- to enable JOBS participants to attain economic self-sufficiency;
- to maximize self-esteem of participants;
- to provide adequate support services; and
- to allow local flexibility in designing the JOBS program within guidelines established by the state.

JOBS focuses state resources on education and job-skill training for Montanans receiving Aid to Families with Dependent Children payments, and the training is designed to help them move from public dependence to self-sufficiency.

A first-rate university system is a key element in moving a society forward both economically and culturally. The administration of Governor Stan Stephens is reinvesting in the system so that it continues to produce educated Montanans who can meet the global competition and help continue the state's economic recovery. The budget for 1992-93 invests an additional $61 million into the state's higher education system.

The **Montana State University** offers three programs to assist American Indians or other ethnic minorities interested in a career in the health sciences. Administered under the umbrella title of American Indian Research Opportunities (AIRO), these three programs

provide educational opportunities, financial assistance, and laboratory experience in the biomedical field. The programs are the Minority (High School) Apprenticeship Program (MAP), the Minority Biomedical Research Support (MBRS) Program, and the Minority Access to Research Careers (MARC) Program.

An advisory committee consisting of representatives from Montana tribal colleges and faculty from MSU and other participating units oversees the operation of the AIRO programs. The MBRS and MARC programs are funded by the National Institutes of Health. MAP is funded jointly by the National Institutes of Health, the U.S. Department of Agriculture, and Montana State University.

The **Job Training Partnership Act** funds employment training and educational costs incurred helping unemployed and economically-disadvantaged Montanans develop marketable employment skills. In addition to its other services, this federally-funded, state-administered program offers both youths and adults employment-seeking skills and on-the-job training opportunities.

TAXES

Corporate Income Tax

The corporate license (income) tax is 6.75 percent. For their first three years of operation, qualified new manufacturing businesses receive an income tax credit equaling one percent of the wages they pay their employees. Research-and-development firms may claim a five-year exemption from business income taxes.

Personal Income Tax

The personal income tax ranges from 2 percent to 11 percent, depending on the amount of income. The tax is 11 percent on income in excess of $57,600.

See Appendix B for more income tax incentives.

Sales and Use Taxes

Montana has no sales or use taxes. The state also levies no inventory, goods-in-transit, or freeport merchandise taxes.

Property Taxes

The property tax is a local tax and varies, depending on the number of mills. The state average for residential property tax is 1.31 percent. For businesses, the average real property tax is 1.46 percent and business personal property tax is 2.16 percent.

Communities may offer 10-year local property tax reductions for new industrial facilities or for any business receiving more than 50 percent of its income from out-of-state sales. Communities may also offer five-year local property tax incentives to businesses remodeling or expanding commercial or industrial property.

Research-and-development firms may apply for a permanent reduction in property taxes.

See Appendix B for additional property tax incentives.

INTERNATIONAL

The **International Trade Group** (ITG) is the official export trade organization of the state of Montana, and consists of the International Trade Office within the Department of Commerce and the International Affairs Coordinator in the Governor's Office, complemented by staff from the Marketing Bureau of the Department of Agriculture and an International Marketing Officer from the Travel Promotion Division of the Department of Commerce.

ITG's mission is to increase the export sales and import sourcing capabilities of Montana companies, to expand the volume of international visitors, and to attract foreign investment to the state. Its function is to identify opportunities for international trade, tourism, and inward investment and to provide representation, information, and technical assistance to help Montana companies explore those opportunities.

ITG serves mainly small and medium-sized firms with information and technical assistance and provides cross-cultural and technical guidance, information, and representation to facilitate private business transactions.

BUSINESS REPORTS, PERMITS, AND LICENSES

The Stephens-appointed **Mine Permitting Improvement Advisory Committee** recently presented a package of positive mine permitting reforms. The group is composed of industry representatives, environmental groups, and state and federal agencies and is chaired by the Governor's key aide for energy and the environment. These changes will lead to a streamlined and effective permitting process that protects the environment, increases public participation, and encourages mineral development.

NORTH DAKOTA

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North Dakota is mainly a farm state; its economy is based more heavily on farming than that of any other state except South Dakota. Many North Dakota factories process farm products or farm equipment, and many of the state's merchants rely on agriculture. North Dakota has a larger percentage of agricultural workers than most other states, and about 51 of every 100 people live in rural areas.

Although soil is North Dakota's most precious resource, the state also has enormous mineral resources, which include 360 billion to 540 billion metric tons of lignite coal and large oil reserves.

PROGRAMS

Finance

The **North Dakota Future Fund** provides gap financing to any primary-sector business project, with the exception of production agriculture. Primary-sector businesses are typically considered to be manufacturing, food processing, and exported services such as data entry. The funds are available for debt financing and equity investment, with a maximum award of $300,000, or 50 percent of the required capital, whichever is less. Also, matching grants are available, with a maximum award of $100,000.

If the funds are to be used for real estate, the amortization can be no longer than 25 years. If the funds are to be used to finance equipment, the amortization can be no longer than 10 years. If the funds will be used to provide working capital for the business, the amortization can be no longer than 7 years. All loans must be secured with fixed assets, equipment, inventory, personal guarantees, or any other reasonable source of available collateral.

From July 1, 1991 through June 30, 1992, the North Dakota Future Fund is allocated as follows:

- 20 percent is reserved for projects in urban areas (population areas greater than 30,000);

- 40 percent is reserved for projects in rural areas (population areas less than 30,000);
- 20 percent is reserved for North Dakota American Indian projects; and
- 20 percent can be used for projects in any of these categories.

After June 30, 1992, all unused funds are available for projects in any category. Funds cannot be used to refinance existing debt and cannot be used to finance the relocation of an existing North Dakota business, unless it can be proved that the business would fail otherwise. If a business receives financing, all full-time employees must be paid a wage that at least equals the federal poverty level for a family of four for the life of the relationship with the fund.

North Dakota's **Community Development Loan Fund** (CDLF) makes financing available through a partnership between local government and state and federal funding programs. Eligible businesses include the primary sector, retail sector, day care, and tourism. Funds may be used for fixed assets (20-year amortization), equipment (10-year amortization), or inventory (5 years). Funds can be used to finance inventory only if the business is a new start-up and only for inventory for the first year. The loan may not exceed $50,000 or 50 percent of the total cost of the inventory, whichever is less. No individual, corporation, or organization may receive more than $500,000 during the life of the CDLF program.

An eligible project must be sponsored by the city or county organization that governs the area in which the business will be located. Matching funds of one dollar for every dollar of CDLF funds are required. An equity investment of at least 10 percent of the total project cost must be made by the principals in the business. At least 51 percent of the people hired must be in a low-to-moderate income category at the time of hire. Businesses within the cities of Bismarck, Grand Forks, and Fargo are not eligible for this program because those cities receive their funding directly from the federal government.

The project may not be begun or funds committed or spent until the application is approved and environmental review requirements are completed. Funds which have been committed or spent will not be considered for match. Prior commitments or expenditures of funds or work begun or completed on the project could result in the project being declared ineligible.

All loans must be secured with fixed assets, equipment, inventory, personal guarantees, or any other reasonable source of available collateral. Only a first or second mortgage position is acceptable.

The **Myron G. Nelson Fund** was created in 1987 as a venture-capital investment fund. Businesses may qualify for funds based on growth potential, management abilities, objectives, plans, and personal goals of the business's principals. Fund participation is limited to 40 percent of equity. It is administered by Capital Dimensions, Inc.

The **Agricultural Product Utilization Grant** program provides funding and technical assistance to private industry for the establishment of agricultural processing plants to manufacture and market agriculturally-derived fuels, chemicals, and value-added processing. It is administered by the Agricultural Products Utilization Commission.

The **North Dakota Technology Corporation** (NDTC) is a nonprofit, public entity whose mission is to create and maintain quality employment opportunities by fostering innovation, stimulating the commercialization of new technologies, and promoting the creation and expansion of North Dakota business enterprises.

NDTC's purpose is to provide coordination between the Department of Economic Development and Finance, the North Dakota University System, manufacturers, and entrepreneurs to commercialize technology which will improve the economic competitiveness of North Dakota's primary-sector businesses. NDTC provides matching funds to academic/business partnerships to stimulate technological innovation. The program is intended to build on economic strengths to develop market-driven new products and processes, as well as to help create new applications for existing technologies that lead to the creation of job opportunities and long-term economic growth. Projects must apply existing scientific and technological knowledge that can be commercialized.

Areas of focus in the **Growing North Dakota** program, enacted in the last legislative session, include:

- Agricultural Technology and Food Processing. The state must get to a point where at least 30 percent of its agricultural commodity production is to be processed instate into agricultural products. This will create jobs and allow North Dakota to participate in the high value-added food processing and distribution economic sectors.

- Energy-Related Products and Technology. A key area of focus will be business opportunities that key off the existing infrastructure, technology, and by-products of the energy sector.

- Health Care-Related Products and Services. Exploit centers of excellence in health care and medical technology by encouraging development of new medical products and services companies.

- Commercialization of Advanced Technology Resulting from Research Carried on Throughout North Dakota's University System. Be supportive in the creation of companies, joint ventures, or technology licensing arrangements which can create jobs and economic activity.

- Telecommunications: Technology-Based Products and Services. Will place emphasis on business opportunities relating to telecommunications.

The state will encourage existing businesses in these sectors to expand and grow, assist new start-ups in launching their business activities, and encourage companies outside North Dakota to locate activities in the state or to subcontract the manufacture of components of their products within North Dakota.

Bank of North Dakota

The Bank of North Dakota (BND), the only state-owned bank in the United States, was established in 1919 to encourage and promote agriculture, commerce, and industry. The Bank is statutorily prohibited from making direct loans to businesses; however, it serves the financial needs of the business community with several programs that are based on participation between local lenders and the Bank.

The favorable business climate in North Dakota is the result of cooperation between private and public groups throughout the state to provide financial incentives to attract business. The best example of this new cooperative atmosphere is the **Partnership in Assisting Community Expansion** (PACE) program. PACE is an interest buy-down program that provides financing to businesses through a carefully orchestrated partnership between local lenders, local governments, and the Bank of North Dakota. The PACE program opens its funds to all North Dakota businesses, whether new or expanding, for real property, equipment, expansion, working capital, and inventory. There are no funding limits. The PACE program makes loans with a reasonable payback period--up to 15 years for real estate loans. There are no minimum equity requirements. Each loan is reviewed on a case-by-case basis. Funds are available to businesses throughout the state for projects in manufacturing, processing, value-added processing, and targeted service industries (e.g., data processing, data communications, and telecommunications). The purpose of the PACE program is job creation; therefore, the borrower must show evidence that within the first year, there will be a minimum of one job created for every $75,000 of total borrowing.

The **MATCH** program provides low-interest loans of up to $25 million to companies rated "A" or better. Interest is set at .25 percent above the U.S. Treasury note rate, with a life of up to 15 years. MATCH is targeted to businesses in North Dakota involved in manufacturing, processing, and value-added industries and is available for acquiring land, building a plant, or for the lease or purchase of equipment and machinery. The program is administered by the Bank of North Dakota.

Business Development Loans are available for up to $500,000 to finance working capital, equipment, and real property. The interest rate is set at the Bank of North Dakota base rate for the portion held by the Bank and up to 3 percent above the BND base rate for the portion held by the lead lender.

Small Business Development Loans are available, like Business Development Loans above, for up to $250,000.

Tourism and Recreation Investment Program (TRIP) provides loans up to $10,000 to tourism-related businesses. The interest rate is held to 1 percent below BND base rate for the portion of the loan held by the Bank of North Dakota and 4 percent above BND base on the portion held by a local lender.

Businesses with a net worth less than $150,000 may qualify for the **Micro Business Loan Program** for loans of not more than $10,000. The interest rate is held to 1 percent below BND base rate for the portion of the loan held by the Bank of North Dakota and 4 percent above BND base on the portion held by a local lender.

Other state and federal programs in North Dakota include EDA Grants; EDA Loan Guarantees, the SBA Handicapped Assistance Program, SBA Loan Guarantees, and FmHA Business and Industrial Loans.

Technical Assistance

North Dakota has created **Technology Transfer, Inc.**, an agency responsible for promoting new technologies and products. The program provides funds (up to $100,000 per project) to private business for the purpose of developing and marketing new products. The program also utilizes the resources of the North Dakota University System in transferring research to production and ultimately to the marketplace.

INDUSTRIAL TRAINING

The statewide university system, in conjunction with community colleges, technical schools, and adult education programs, provides exceptional assets to meet the training needs of North Dakota business. North Dakota's customized training options include on-site classes, in-plant training, open-ended training, open exit enrollment in state-run technical schools, multiple scheduling of classroom training, coupled on-the-job training, non-credit adult education programs at the state's universities, and access to multi-district vocational centers and community college programs.

North Dakota's **Vocational Instructional Program** (VIP) provides financial and technical assistance in developing a training program to meet the needs of business. VIP can provide funds for trainers' salaries, instructional materials and supplies, equipment leases, and contractual services. The Department of Vocational Education, which administers the program, can draw on its staff and its network of education and industry advisors to provide technical assistance in developing curricula and training plans and performing job analysis.

TAXES

Taxes bring in nearly half of the state government's general revenue. Most of the remaining revenue comes from federal grants and charges for government services. The largest

sources of tax revenue are a general sales tax and a severance tax on petroleum mining. Other important tax revenue sources include taxes on corporate profits, motor fuels, personal income, and motor vehicle licenses.

North Dakota's business and industrial tax structure includes tax incentives that encourage expansion. According to the 1989 Grant Thornton Manufacturing Climates Study, North Dakota has one of the best tax climates in the nation.

Corporate Income Tax

North Dakota's corporate income tax rates range from 3 percent on taxable income under $3,000 to 10.5 percent on taxable income over $50,000. However, the effective rates are much lower because a corporation may deduct the entire amount of its federal income tax liability before calculating its state liability. The result is an effective North Dakota rate that ranges from a low of 2.55 percent to a high of only 6.93 percent. This federal income tax deduction is allowed by just five other states.

Personal Income Tax

The state income tax liability is computed simply by taking 14 percent of the federal income tax liability.

Sales Taxes

North Dakota is among the lowest third of the states in terms of total state and local sales tax. The state rate is 5 percent; only 11 cities levy a local sales tax, with the highest local rate being 1 percent.

Unemployment Tax

Employer unemployment tax rates are the lowest they have ever been because the state's unemployment trust fund has reached an all-time high of $49.3 million. Savings are being passed to employers. In 1988, the average rate was 1.53 percent of payroll; in 1989, the rate dropped to 1.25 percent; in 1990, it dropped to 0.9 percent; and in 1991, it is expected to drop to 0.64 percent.

Workers' Compensation Tax

The 1990 Grant Thornton Manufacturing Climates study rated North Dakota's workers' compensation costs the second lowest in the nation.

A sales tax exemption is available for businesses for machinery or equipment used in manufacturing or in processing agricultural products.

Five-Year Tax Exemption

North Dakota local governments may offer a 5-year exemption from property taxes to manufacturing firms that locate a new plant in their community. Also, the state may offer a 5-year exemption from income taxes to a new or expanding primary-sector business.

Research-and-Development Incentives

North Dakota offers tax incentives to encourage research-and-development spending. Businesses may take an income tax credit of 8 percent for the first $1.5 million of spending on R&D and 4 percent on the excess over $1.5 million. If the tax credit exceeds the current income tax liability, businesses can carry any unused tax credit back for three years and forward for up to 15 years.

Investment Credits

Income tax credits are allowed for investment in a North Dakota venture-capital corporation or the Myron G. Nelson Fund, Inc. An income tax credit is also provided for investment in a nonprofit development corporation. In North Dakota, businesses may receive an income tax deduction for investment in a North Dakota venture-capital corporation or the Myron G. Nelson Fund, Inc. and for dividends received from those investments.

INTERNATIONAL

The goal of **North Dakota World Trade** (NDWT) is to increase the movement of goods and services from North Dakota into markets outside the continental United States and Canada. Most of the work of NDWT entails the utilization of an international trade network which consists of both private and public agencies and organizations that have expertise in various aspects of international marketing and exporting. Aspects of international trade addressed include education, identifying foreign markets, international marketing, export financing, and exporting.

Education consists of assisting North Dakota firms in becoming aware of the value of international marketing and demonstrating the physical aspects of exporting to make them familiar with the process. Firms may have some apprehensions about entering the international marketplace, and NDWT will help alleviate them.

Identifying foreign markets consists of utilizing the international trade network to pinpoint countries in which various products might sell and in identifying potential customers in those markets.

International marketing consists of several components. NDWT will:

- Identify international trade shows and catalog shows and recruit appropriate North Dakota firms to participate in them;

- Attempt to find a group of non-competing North Dakota firms to share space and costs in a North Dakota pavilion in a show;

- Invite potential foreign buyers to the state to visit with North Dakota firms;

- Provide trade leads to North Dakota firms through the U.S. Department of Commerce's Trade Opportunities Program; and

- Provide direct counseling and utilize the international trade network to respond to inquiries from North Dakota firms regarding international markets.

International financing is provided by NDWT, which works with the network to assist firms in securing working capital loans and loan guarantees to enable them to fulfill orders.

Exporting assistance is provided in the form of direct counseling and referrals to various members of the international trade network. This includes all facets of exporting, from making a product, to delivering it, to getting paid for it after it has been delivered.

BUSINESS REPORTS, PERMITS, AND LICENSES

Prior to operation, any person planning to treat, store, or dispose of hazardous waste must obtain a permit to engage in any of these operations from the Department's Waste Management Division. Any major generator of hazardous waste and any permitted treatment or storage facility must report to the Waste Management Division annually.

Prior to construction, operation, or facility modification, any person planning to construct or operate a solid waste storage or disposal facility (incineration, other resource recovery, or landfilling) must obtain a permit from the Department's Waste Management Division. A permit must be obtained to transport solid or hazardous waste.

An underground injection control permit must be obtained prior to construction or operation by anyone who owns or operates a well used to inject waste or fluids underground. Owners of underground tanks that store gasoline, used oil, diesel fuel, industrial solvents, pesticides, herbicides, or fumigants must notify the Department's Waste Management Division.

SOUTH DAKOTA

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PROGRAMS

Finance

The 1987 South Dakota Legislature passed a 1 percent sales tax for one year to be used for a low-interest revolving loan fund. Since its inception in 1987, the **REDI Fund** (Revolving Economic Development & Initiative Fund) has helped increase wages and create quality job opportunities. The REDI Fund is working to create new capital investment, resulting in new and advanced technology and research in South Dakota. It is also helping to diversify the economy, while providing more income for local communities. The targeted $40 million was raised in 10 months, and the sales tax was repealed two months early.

All for-profit businesses or nonprofit business cooperatives are eligible to apply, whether they are business start-ups, business expansions, or business relocations from outside the state. The business should create new quality job opportunities, create capital investment, diversify the local and state economy, and not be in direct competition with existing local businesses.

The REDI Fund may provide up to 45 percent of the total project cost and requires matching funds, including a 10 percent minimum equity contribution. If the business is located in an enterprise zone, the applicant may petition for 75 percent of total project costs. Interest rates are set at 3 percent; amortization can be up to 20 years, with a balloon after five years. The reasoning is twofold: to keep the fund revolving and continuously available and to lower debt service during the critical first five years, when cash flow is limited.

Fund participation is proportional to the number of new jobs created and economic benefits to South Dakota. Loans made thus far have been averaging $5,000 per new job created. Loan considerations are according to the quality of the jobs created, wages paid, economic conditions of the area, and the quality of the business.

More than $31 million has been approved in loans in less than three years. The 51 REDI Fund companies which have had their loans closed for more than one year are exceeding job projections by 13 percent. More than 1,700 full-time jobs have been created at these companies.

Legislation in 1987 created the **Future Fund**, a research grant program, enabling South Dakota to form a consortium for the linking of high technology, small businesses, college expertise, and available grant money. In recognizing the importance of higher education in economic development efforts and encouraging research-and-development activities on the state's campuses, the Future Fund program aims to make South Dakota's higher-education institutions more competitive for matching funds from outside sources.

The program funds applied research and service proposals which complement the state's overall economic development goals. All research projects are channeled through Centers for Innovation, Technology, and Enterprise (CITE) on the campuses of the state-supported institutions of higher education. The state-funded institutions of higher education are the only eligible participants in this program. Funds will be distributed on a proposal-by-proposal basis.

As of the end of 1990, 86 research/business linked projects have received approximately $2.2 million from the Future Fund and have brought in a match of more than $3.5 million. There are also 27 research capacity building grants which have gone to the state's institutions of higher learning to help the research effort become more competitive and responsive, totaling more than $3.5 million.

Other state and federal programs in South Dakota include the CDBG Special Projects Account, the CDBG Community Projects Account, and the SBA 504 Loan Program.

Technical Assistance

The state of South Dakota offers a multitude of services to the state's new, expanding, and established businesses. In order to effectively serve the business community, a network of service agencies has been developed to work with business on the local, regional, and state levels. This full-service network can take a company from the preliminary planning stages to the point of expanding its customer base via international marketing. These services include:

- Financial Packaging
- Small Business Development Centers
- Site Location Assistance
- Promotion of Agricultural Products
- Community Development Assistance
- Procurement Assistance
- Export, Trade, and Marketing
- Community Access Network (CAN)
- Business Retention and Expansion
- GOLD Program

Due to the fluctuating agricultural economy in South Dakota and the shrinking financial assistance of federal programs, communities are finding that economic diversification and local development are essential. The South Dakota **GOLD Program** (Guide to Opportunities for Local Development) is simply a guide designed to assist communities in the development and implementation of their own economic development goals and objectives. This is not a financing program.

The GOLD Program is divided into five phases:

- Organization: Each community identifies a sponsoring organization and contact person and passes a resolution of participation in the GOLD Program.

- Community Inventory and Identification: Assist communities to work through existing community perceptions and make an account of strengths and weaknesses in regards to economic and community development, consisting of community profile, community inventory, labor availability study, and building inventory.

- Goal Setting and Opportunity Identification: Establish realistic goals for community and economic development.

  -Assess identified needs and existing business plans
  -Establish realistic goals and objectives
  -Identify development opportunities
  -Identify community improvement projects
  -Identify activities which will enhance development

- Community Working Plan: Establish a community working plan which will satisfy the goals and objectives that were developed in Phase III, including a list of specific activities which will be completed to enhance community and economic development.

- Recertification: To be recertified as a South Dakota GOLD Community, a community must show what activities it has accomplished in regards to its one-year working plan and must also submit a proposed plan for the next 12 months.

All incorporated cities, towns, and tribes in South Dakota are eligible to enroll in the GOLD program.

The majority of communities involved in the GOLD program placed retention and expansion of existing businesses as a priority. It was found, upon researching the benefits of a formalized retention and expansion program, that approximately 80 percent of all new jobs on a statewide basis are created from existing firms. The purpose of the South Dakota **Business Retention and Expansion Program** is to assist local communities by providing a

tool for retaining and expanding existing businesses. The program is a process of gathering information from the local business sector of each participating community, which will be used to address opportunities or concerns, to eliminate barriers for possible expansion, and to develop local programs and policies.

This program is divided into three phases:

- Project Organization: Secure sponsoring organization; obtain local commitment; secure local coordinator; secure task force; establish time frame; establish budget; pass resolution of participation; announce the program.

- Project Implementation: Develop business list; select interviewers; conduct interviewer training; send introductory letters to businesses; conduct interviews; create red flag network; compile the results.

- Project Follow-Through: Develop recommendations; prepare the final report; announce public meeting; hold public meeting; develop follow-through strategies.

All incorporated cities and towns, tribes, interested bodies, or organizations in South Dakota may implement the program.

Tourism

Tourism is South Dakota's second-largest industry, generating three quarters of a billion dollars worth of economic activity each year and employing one out of every 12 workers in the state. South Dakota encompasses four major recreational areas: the Glacial Lakes region in the northeast; the Missouri River, which cuts through the center of the state; the beautiful Black Hills in the western sector; and the historic Siouxland in southeast South Dakota.

1991 was a blockbuster year for South Dakota, with visitor spending topping $380 million and creating an economic impact of $951 million. The tourism industry has sustained a double-digit annual growth rate for the past six years and now employs nearly 25,000 people. Factors contributing to the success include a publicity bonanza, an increase in South Dakota's peak travel season (May and September), private-sector support, and aggressive marketing to new segments of the traveling public (international promotions).

INDUSTRIAL TRAINING

The Labor Department has a wide range of options necessary to meet industry requirements, whether a company requires a trained work force prior to or during start up, from classroom to on-the-job training programs. The Labor Department is intent on keeping the South Dakota labor force equipped with the skills necessary to make employers competitive in the international marketplace. The Department's programs include On-the-

Job Training (OJT), Industrial-Based Training (IBT), Career Learning Centers, Short-Term Skill Training, Job-Related Education, and Job Service Offices.

TAXES

South Dakota has no corporate income tax, personal income tax, personal property tax, or business inventory tax. The rate for sales and use taxes is 4 percent.

Property Taxes

Local real property taxes vary from 1 percent to 4 percent of the actual value of the structure, with most rates falling between 2 percent and 3 percent. A credit against property taxes is allowed for the installation of a renewable-resource energy system. The credit for businesses is 50 percent of the installed cost of the system less any federal income tax credit for up to 3 years. County commissioners may, at their discretion, forgive up to 100 percent of the property taxes for up to 5 years on a new structure or an addition to an existing one. This abatement is available on all industrial, commercial, and nonresidential agricultural structures with a value over $30,000.

Other Taxes

The unemployment insurance tax in South Dakota ranges from .05 percent to 8.7 percent of the first $7,000 in wages paid to each employee during a calendar year. The rate for new employers is 2.1 percent the first year and 1.7 percent for the second and third years if they maintain a positive account balance. Thereafter, the rate is based on experience. The workers' compensation tax is $2.35 per $100/payroll (average manufacturing rate). The gasoline/motor fuel tax is $.18 per gallon.

INTERNATIONAL

South Dakota's **Export, Trade, and Marketing Division**, within the Governor's Office of Economic Development, promotes South Dakota's value-added manufactured and processed products to domestic and international markets. Some of the services provided include:

- Marketing Planning: Will work with businesses (experienced or just beginning) one-on-one to help develop a long-term marketing plan;
- Information Hotline: A trained specialist will assist in locating solutions to needs;
- Computerized Trade Leads: An electronic mailing system which foreign buyers interested in U.S. goods and services contact for names of current suppliers. Other foreign buyers put their offers to buy on international computer trade lead networks;

- Trade Missions and Trade Shows: To help open up new markets for products, the Division will organize and lead firms on trade missions and industry-specific trade shows;

- FAS/F&CS Field Office - Works in cooperation with the United States Department of Agriculture Foreign Agricultural Service (USDA-FAS) and the Foreign & Commercial Service (F&CS), which provides staff with USDA-FAS and F&CS services such as market research, label clearances, product testing, commodity specialists, statistics, and special promotion missions;

- Export Directory: Companies' names and products are listed in an export directory; and

- ETC Networking: Locating qualified export-trading companies on a geographical basis for small and medium-sized manufacturers and processors.

The Division encourages foreign investment in South Dakota in the form of joint ventures, licensing, and other manufacturing efforts.

The Division hosts an annual "Taste of South Dakota" trade show, a display case of products produced in South Dakota that are destined for retail sale. Full-time manufacturers and processors are encouraged to participate in this event that increases public awareness of products produced in the state.

The Division sponsors both phases of the "South Dakota Made" program. Phase I promotes and recognizes South Dakota products through use of the "South Dakota Made" seal by manufacturers and processors. Phase II is the promotion of the program itself by the creative marketing of accessories bearing the logo, which are available for retail sale through authorized dealers.

BUSINESS REPORTS, PERMITS, AND LICENSES

The Department of Environment and Natural Resources licenses several types of establishments. For example, any facility that emits an air contaminant must obtain an air pollution control permit. Operators of solid waste disposal sites and facilities must obtain a permit prior to construction or operation of the facility or site. Anyone who treats, stores, or disposes of hazardous waste must obtain a permit. Notice must be given to the Department by anyone who generates, transports, stores, treats, or disposes of a hazardous waste. Applications for hazardous waste permits must be submitted 180 days prior to construction. Any non-medical facility, be it public or private, using nuclear materials or equipment must be licensed.

WYOMING

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Wyoming is the nation's second-largest coal producer and produces most of its electricity from locally-mined, low-sulphur coal. Power rates are low and natural gas rates are also well below the national average.

Wyoming's Gross State Product comes from minerals, tourism, and agriculture in that order. Having known both sides of a mineral-based economy's boom-bust cycle, Wyoming is encouraging economic diversity in the manufacturing base, which is varied and growing every year.

PROGRAMS

Finance

The **Wyoming Economic Development Loan Program** provides businesses with loans and loan guarantees for ventures that use state resources, employ state people, or otherwise add value to Wyoming goods. Loans cannot exceed 60 percent of the total cost of the project.

The state **Link Deposit Program** is a fixed-term, fixed-rate interest subsidy available on loans used for the creation and retention of jobs. The program allows the State Treasurer to contract with Wyoming financial institutions to supply deposit funds which are then used for below-market interest rates for business loans. The funds may be used to build, remodel, or buy facilities, or to purchase machinery, equipment, land, or livestock. Up to $750,000 is available to the borrower, who must certify the creation of new jobs. The loan cannot give the business an unfair advantage over its competitors. Farm and ranch operations are not considered to be in competition with each other.

The **Energy Conservation and Renovation Program** (ECRP) uses Petroleum Violation funds to establish local revolving-loan funds to stimulate renovation of buildings in central business districts. The program was initially developed by a coalition of eight Main Street

communities to use $800,000 of the PV funds matched by local private-sector dollars to reduce interest rates banks would charge on loans for energy-efficiency improvements to residential, commercial, or industrial buildings. In 1991, the program was made available to Wyoming communities.

The **Wyoming Economic Development Block Grant** allows communities to provide low-interest loans to new and expanding businesses. The projects must create or retain jobs for low- or moderate-income citizens. Funds can be used for acquisition of land and buildings, construction and renovation, purchase of machinery and equipment, and feasibility studies. Funds are limited to 50 percent of total project cost, and the maximum loan amount is $250,000.

The Economic and Community Development Division's **Amendment IV** and **CDBG** economic development loans to business programs form an important part of the Division's development-promotion efforts. They provide incentives to recruited, expanding, and new businesses throughout the state. Recent program reforms have made the programs more fiscally sound and targeted more stable business endeavors. The need for this type of public loan capital in the state's economic development effort will expand substantially in coming years.

The **Job Training Partnership Act Financing Program** subsidizes up to 50 percent of the wages a company pays to its eligible employees during on-the-job training.

The **Wyoming Industrial Development Corporation** is a private corporation which offers economic development financing and services to Wyoming businesses through several different programs.

Other state and federal programs include the SBIR Program and federal grant programs (CDBG, SECP, EES, and ICP).

Technical Assistance

The **Economic and Community Development Division** of the Wyoming Department of Commerce is the state agency for coordinating economic development activities, working with local agencies. The Division offers technical assistance and some funding assistance.

Technical assistance is offered through activities such as the publication of Community Profiles and community assessment programs. A community profile lists basic economic data regarding the community, and is used to market the community to a prospective business. The Community Assessment Program assists communities in identifying and developing their resources and strengthening their capacities to expand and diversify their economic base.

Technology

Wyoming has a **Science, Technology, Energy Authority** (STEA), based at the University of Wyoming, that gives technical assistance and some funding for technological projects at Wyoming companies. STEA leverages state funds with a dollar-for-dollar match of private and federal dollars to provide financing. This program helps businesses involved with advanced technology move from research and development to the marketplace.

Wyoming supports the **Small Business Innovation Research** program of the U.S. government. This is a three-phase award system giving qualified small businesses the opportunity to propose and develop innovative ideas and to compete for a greater share of federal research-and-development awards. No matching funds are required. The Economic and Community Development Division coordinates the applications and sponsors an annual seminar on the program.

Marketing

Through the **Wyoming First** program, the Division provides marketing assistance by means of seminars and one-on-one training. The functions of the program are to help Wyoming businesses get a greater share of the statewide market and to expand their marketing outside the state. The Wyoming First program is a series of programs developed to assist Wyoming companies with the promotion and marketing of their products and services produced, manufactured, or substantially enhanced in Wyoming. Wyoming First includes the following: the Trade Show Incentive Program, which helps Wyoming businesses by reimbursing half the expense of trade-show participation (up to $2,000); the Business Outreach Program, which educates Wyoming businesses by presenting workshops throughout the state on many business-related topics; and the Wyoming Promotion Association, which organizes Wyoming business people to promote their goods and services in-state.

The **Government Marketing Assistance Program** helps businesses cut through red tape and bid on local, state, or federal projects by providing small businesses information and assistance in bidding, winning, and successfully executing these contracts. The goals of the program are to provide Wyoming businesses with a greater share of government procurement spending, to increase competition in all levels of government procurement, and to provide greater access to government contracting for all of Wyoming businesses.

INDUSTRIAL TRAINING

Wyoming's customized training program is designed to meet the needs of relocating or expanding businesses. The program's purpose is to provide specific skill-trained personnel to any expanding business creating new jobs for the Wyoming economy. Additionally, the program is used as an inducement for the businesses recruited from outside the state. It coordinates with the community colleges and the state's Department of Employment training programs and covers only those trainees who are not eligible for federal assistance, thereby providing training and employment opportunity to all Wyoming citizens.

TAXES

Wyoming's overall tax rates for individuals and for businesses are the lowest in the country. There are no personal or corporate income taxes, no tax on business inventories or goods in transit, and no tax on products manufactured or assembled within the state for out-of-state sales. Property taxes are very low, and sales taxes average 4 percent.

INTERNATIONAL

The principal goal of the **International Trade Office** of the Economic and Community Development Division is to encourage and assist Wyoming companies in exporting to international markets. Also, the program promotes investment from overseas and supports international tourism, in cooperation with the Wyoming Travel Commission. The International Trade Office offers export-trading seminars and one-on-one training to Wyoming companies. An "export incentive" program assists companies in attending national or international trade shows and encourages companies to conduct export-marketing research. The Trade Office periodically represents the state at international trade shows.

BUSINESS REPORTS, PERMITS, AND LICENSES

The Business Permit Coordinator is on the staff of the Economic and Community Development Division. He annually publishes a book on the permits and licenses needed to do business in Wyoming and acts as a liaison between companies and regulatory agencies by providing information and making referrals to agencies or resources which regulate or have programs that assist small business.

The Department of Environmental Quality is responsible for most environmental regulations. The Department is organized into Air, Land, and Water Quality Divisions and the Solid Waste Management Program. The Water Quality Division governs any pollution of water and the treatment of waste water. Air Quality overseas emissions of air pollutants. The Land Quality Division operates mined land reclamation programs. The Solid Waste Management Program regulates the operation of the landfills and hazardous waste facilities.

Wyoming's corporation law is "business friendly." It minimizes government regulation and maximizes corporate flexibility. Wyoming also has a new "Close Corporation Law" for corporations of 35 or fewer shareholders; this can be a boon to small family enterprises. The Wyoming Limited Liability Company is a separate legal business entity which is taxed as a partnership even though it possesses the corporate characteristics of limited liability.

APPENDIX

IV. DETAILED TOWN MEETING RESULTS

MONTANA STRATEGIC PLAN
NUMBER OF PARTICIPANTS BY MEETING SITE
June, 1992

17	Big Timber
22	Billings
16	Bozeman
39	Butte
50	Cut Bank
9	Deer Lodge
25	Dillon
8	Flathead Agency
7	Forsyth
4	Fort Belknap Agency
33	Glasgow
27	Glendive
32	Great Falls
65	Hamilton
41	Havre
33	Helena
90	Kalispell
0	Lewistown (cancelled)
68	Libby
18	Livingston
34	Malta
20	Miles City
17	Missoula
45	Plentywood
26	Red Lodge
8	Roundup
54	Shelby
20	Sidney
30	White Sulphur Springs
15	Wolf Point
873	TOTAL

MEMORANDUM

TO: Bob Heffner, Montana DOC
Members of the Telephone Survey Subcommittee
FROM: Brian Walsh, NASDA
RE: Town Meeting Results
DATE: June 22, 1922

The enclosed printouts are summaries of the responses of participants in the town meetings. For your reference, the questions were as follows:

1. What are the elements of your optimistic view of how you would like Montana to be?

2. What things have to happen for your vision to come true?

3. What are the greatest opportunities or strengths that we must take advantage of to realize the vision?

4. What are the greatest weaknesses or threats that we must overcome to realize the vision?

Two types of printouts are included for each question. The first, called "Full Responses," lists every full-length response grouped under an appropriate summary response; a subject category (Business, Education, Government, Health Care, Infrastructure, Natural Resources, or Quality of Life); the town from which the response came; and the number of votes for that response.

The second printout ("Statewide") ranks the summaries from most popular to least popular. These reports provide a quick compilation of which issues were most important to the meeting participants.

For comparison purposes, here is some additional information about each question:

	1	2	3	4
Total votes	2275	2271	2333	2356
Total individual responses	327	323	311	329
Total summary responses	113	118	79	80

Affordable colleges
Maintain an affordable university system
Ed Butte 5
Total votes for Affordable colleges : 5

Affordable health
Strong, affordable health system
He Bozeman 6
Affordable health care for all
He Butte 6
Affordable, accessible health care
He Deer Lodge 6
Cheaper health insurance
He White Sulphur Spring 3
Total votes for Affordable health : 21

Agricultural base
Viable agricultural base--stability
Bu Hamilton 5
Total votes for Agricultural base : 5

Alternative energy
All buildings to use solar or other alternative energy sources for heat and light
Na Kalispell 6
Total votes for Alternative energy : 6

Attract business
Utilize natural resources to attract business
Bu Cut Bank 5
Court new business actively
Bu Hamilton 6
Draw business
Bu Hamilton 5
Broaden tax base with more industry
Bu Havre 9
Total votes for Attract business : 25

Available health
Health and long-term care available for all
He Helena 7
Viable health care services in rural communities
He White Sulphur Spring 7
Total votes for Available health : 14

Avoid overpopulation
Human population should not exceed the carrying capacity of the ecosystem
Na Bozeman 4

Avoid overpopulation
Total votes for Avoid overpopulation : 4

Balance industry, environ
An economy based on environmental ethics
Na Flathead Agency 11
Balance industry and environment
Na Glasgow 4
Environmentally and economically sound
Na Glendive 8
Recognize and develop natural resources w/o jeopardizing clean air and water
Na Glendive 9
More development in major areas; less development in wilderness
Na Great Falls 4
Healthy economy and environment
Na Hamilton 7
Managed economic growth; balanced growth without overrunning natural beauty
Na Helena 10
Sustainable economy in an unspoiled environment
Bu Kalispell 6
Economic development without negative impact to environment
Na Kalispell 5
Leader in producing natural resources/added value while maintaining natural beauty
Na Libby 7
Progressive state combining employment and environmental protection
Na Roundup 6
Balance between humans and environment
Na Shelby 7
Balance between business and environment
Na White Sulphur Spring 5
Clean environment/clean industry
Na White Sulphur Spring 10
Total votes for Balance industry, environ : 99

Balanced state budget
Balanced state budget
Go Cut Bank 13
Balanced budget--first fiscally solvent state
Go Malta 9
State govt debt-free--balanced budget
Go Plentywood 6
Total votes for Balanced state budget : 28

Basics of life
Basic food, shelter, clothing, and health care
He Kalispell 14
Total votes for Basics of life : 14

Better colleges
Become an educational state with top colleges
Ed Cut Bank 7
Total votes for Better colleges : 7

Better employment
Full employment
Bu Billings 5
High employment; good jobs
Bu Deer Lodge 9
Employment opportunity for everyone (more for all)
Bu Fort Belknap Agency 3
Clean, quality employment
Bu Hamilton 6
Full employment (purest sense)
Bu Helena 7
Increased income and employment per capita
Bu Libby 13
Jobs for those who want to work, at a living wage
Bu Libby 20
More job opportunities
Bu Livingston 7
Small-town growth; more jobs
Bu Sidney 8
Economic opportunities for all Montanans
Bu White Sulphur Spring 7
Plenty of higher-paying jobs for everyone using an educated work force
Bu Wolf Point 8
Total votes for Better employment : 93

Better govt services
Improve services--availability of services--quality of lifestyle
Go Plentywood 13
Total votes for Better govt services : 13

Better public transit
Increase public transportation
In Glendive 5
Total votes for Better public transit : 5

Better roads
Improved bridges, highways
In Cut Bank 6
Total votes for Better roads : 6

Better wages
Jobs competitive with rest of world
Bu Helena 7

Better wages
Meaningful, higher-income jobs
Bu Helena 8
Jobs at living wages
Bu Kalispell 5
Meaningful, good wages; diverse job market
Bu Miles City 6
Industry that pays a living wage
Bu Plentywood 15
Be able to make a good living
Bu Red Lodge 6
Enough jobs with decent pay
Bu Red Lodge 6
Higher-paying jobs
Bu Shelby 5
Montanans are able to make a good living in Montana
Bu White Sulphur Spring 6
Total votes for Better wages : 64

Business-friendly
Place where financial betterment is possible without major sacrifice
Bu Big Timber 5
Make MT more profitable for business
Bu Billings 13
Montana is business-friendly (taxes, workers' comp, venture capital, property tax structure)
Bu Billings 8
Desirable business climate
Bu Glasgow 5
Strong business climate
Bu Glasgow 8
Favorable economic climate
Bu Glendive 8
Economy strong enough to support industry
Bu Havre 6
Efficient transportation system equals better business climate
Bu Kalispell 4
Improved business climate
Bu Libby 6
Make it economically possible
Bu Livingston 5
More receptive to business
Bu Livingston 7
More development/industry support
Bu Miles City 7
Financial investments in MT will be attractive
Bu Missoula 5
Improved business climate
Bu Red Lodge 8

Business-friendly
More business-oriented state
Bu Shelby 8
Business environment improved through laws to encourage business
Bu Sidney 8
Good business climate
Bu White Sulphur Spring 5
Total votes for Business-friendly : 116

Capable graduates
Capable high-school graduates
Ed Butte 6
All students can read, write, speak
Ed Kalispell 19
Total votes for Capable graduates : 25

Citizen respect for govt
Govts have earned citizen admiration and trust
Go Butte 4
Total votes for Citizen respect for govt : 4

Clean environ
Not making MT a garbage dump
Na Big Timber 5
Clean environment--all aspects
Na Bozeman 5
Montana is preserved as a wholesome place to live (clean environment)
Na Bozeman 4
Montanans recognize and wish to preserve, long-term, the natural environment
Na Bozeman 6
Clean environment
Na Cut Bank 8
Maintain and improve our environment
Na Glasgow 4
Leader in environmental quality management
Na Great Falls 5
Clean environment
Na Hamilton 9
Healthy, clean environment
Na Helena 4
Maintenance and enhancement of environ
Na Helena 9
Safe, secure, healthy, clean environment
Na Helena 7
Clean air and water, natural surroundings and space
Na Kalispell 8
Clean, beautiful environment that supports wildlife, hunting, fishing, camping, recreation
Na Libby 9

Clean environ
Protect unique environmental quality
Na Libby 9
Maintain clean environment--clean air, clean water, open spaces
Na Livingston 9
Scenic preservation
Na Livingston 5
Maintain quality of life (environ)
Na Missoula 4
Preserve clear water, views, open space, environ
Na Missoula 8
Keep MT a place friendly to environment
Na Shelby 7
Safe environment
Na Shelby 6
Clean air and water; toxic-waste-free environment
Na White Sulphur Spring 7
Insure clean air and clean water through environmental responsibility
Na White Sulphur Spring 5
Total votes for Clean environ : 143

Community colleges
Development of comprehensive community-college system
Ed Kalispell 5
Total votes for Community colleges : 5

Competent teachers
Competent, high-functioning teachers in all public school programs
Ed Kalispell 5
Total votes for Competent teachers : 5

Consider reservations
Consider reservations and Native Americans--services distributed equally
Go Fort Belknap Agency 4
Total votes for Consider reservations : 4

Cultural awareness
Culturally aware and active
Qu Livingston 5
Total votes for Cultural awareness : 5

Develop medical industry
Develop a medical industry
Bu Glendive 9
Total votes for Develop medical industry : 9

Develop tourism
Develop tourism
Bu Cut Bank 7

Develop tourism
Promote tourism
Bu Cut Bank 5
Develop tourist or other light industry
Bu Forsyth 4
Develop Ft. Peck Lake
Bu Glasgow 20
Emphasis on tourism
Bu Glendive 5
Leader in recreation
Bu Great Falls 5
Maintain attractions to retirees and tourists
Bu Hamilton 7
Promote tourism
Bu Hamilton 5
Promote tourism
Bu Havre 7
Establish Lewistown as a meeting center
Bu Plentywood 10
Progressive development of cooperative tourism as a whole state
Bu Wolf Point 7
Total votes for Develop tourism : 82

Diversified agriculture
Diversified agriculture
Bu Plentywood 13
Total votes for Diversified agriculture : 13

Diversified economy
More diversified economy
Bu Butte 5
Strong system of base industries (diversified)
Bu Butte 5
Diversified economy
Bu Hamilton 5
Economic diversification
Bu Havre 6
Diversified economy and tax base
Bu Missoula 3
Develop and diversify a viable economic base
Bu Red Lodge 5
Total votes for Diversified economy : 29

E/W equality
Equality between East and West
Bu Glasgow 6
Total votes for E/W equality : 6

Education for future

Education for future
Education of what the needs are in 2012
Ed Forsyth 4
Total votes for Education for future : 4

Educational opportunity
Educational opportunity for all
Ed Fort Belknap Agency 3
Total votes for Educational opportunity : 3

Educational trendsetter
Mt to be a trendsetter in education
Ed Great Falls 5
Total votes for Educational trendsetter : 5

Efficiency in education
Effective, efficient educational system
Ed Libby 12
Total votes for Efficiency in education : 12

Efficiency in govt
Govt efficiency; balanced budget
Go Cut Bank 8
Cost-effective local govt where public employment is a career to desire
Go Kalispell 5
Less govt bureaucracy and waste
Go Plentywood 9
Quality govt without excess taxation
Go Sidney 7
Total votes for Efficiency in govt : 29

Efficient transportation
Efficient transportation for tourism
In Butte 3
Total votes for Efficient transportation : 3

Entrepreneurial support
Encourage entreprenurial efforts
Bu Billings 6
Total votes for Entrepreneurial support : 6

Environ awareness
Environmental awareness for future generations
Na Hamilton 8
Total votes for Environ awareness : 8

Environ cleanup
World-class environmental cleanup center--Butte at center
Na Butte 7

Environ cleanup
Leader in environmental cleanup through education and business
Na Malta 6
Total votes for Environ cleanup : 13

Family life
Improved family structure
Qu Libby 6
Good atmosphere to raise children
Qu Shelby 8
Total votes for Family life : 14

Federal mandate funding
Mandated programs must be equally funded by federal govt
Go Butte 6
Less govt; funding for mandates
Go Malta 5
Total votes for Federal mandate funding : 11

Fewer outside interests
Free of outside interest groups
Go Dillon 5
Local people to make local decisions
Go Havre 14
Less federal control of state resources
Go Malta 5
Total votes for Fewer outside interests : 24

Fiscal responsibility
Fiscally responsible
Go Havre 7
Total votes for Fiscal responsibility : 7

Friendliness
Wholesome, friendly people
Qu Havre 6
Population of friendly folks who understand they are citizens of the same planet
Qu Red Lodge 5
Total votes for Friendliness : 11

Govt cooperation
Legislature and governor work together for good of MT
Go Forsyth 9
Total votes for Govt cooperation : 9

Govt jobs available
Job opportunities with state work force
Go Shelby 8

Govt jobs available
Total votes for Govt jobs available : 8

Govt planning
Advanced zoning and planning for betterment of the community
Go Flathead Agency 8
Statewide planning--preventive not reactive mode
Go Hamilton 7
System of planning that restrictes unlimited abuse by private property owner
Go Red Lodge 10
Total votes for Govt planning : 25

Govt responsiveness
Higher level of responsiveness and accessibility of state and local employees
Go Butte 4
Govt more responsive to people
Go Hamilton 5
Total votes for Govt responsiveness : 9

Growing economy
Economic growth
Bu Great Falls 4
Planned growth
Bu Hamilton 9
See MT be a busy, growing state
Bu Hamilton 5
Aggressive development of economy and maintenance of quality of life
Bu Havre 7
Encourage industrial growth
Bu Shelby 12
Steady and stable growth of industry/resources
Bu Shelby 5
Total votes for Growing economy : 42

High-tech jobs
High-tech job opportunities
Bu Malta 9
Total votes for High-tech jobs : 9

Higher education reforms
Higher education has been restructured--pay scales, consolidate campuses
Ed Billings 11
Total votes for Higher education reforms : 11

Honors programs
Stronger emphasis on honors programs and equal opportunity for everyone
Ed Kalispell 12
Total votes for Honors programs : 12

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Intergovernmental relations
   Good working relations with tribal, state, and local govts
     Go            Wolf Point                    4
Total votes for Intergovernmental relations    : 4

Jobs for environ
   Jobs that improve the environment
     Bu            Bozeman                       14
Total votes for Jobs for environ               : 14

Keep money in state
   Keep currency/pensions in state
     Bu            Big Timber                    4
Total votes for Keep money in state            : 4

Last best place
   Be the last best place with quality of life and recreation
     Qu            Libby                         19
   Remain last best place
     Qu            Red Lodge                     10
Total votes for Last best place                : 29

Leadership and vision
   Leadership with a vision for MT, not followers
     Go            Kalispell                     5
Total votes for Leadership and vision          : 5

Less environ protection
   Less environmental protection
     Na            Plentywood                    5
Total votes for Less environ protection        : 5

Less partisanship
   Less partisan bickering
     Go            Kalispell                     5
   Take politics out of govt
     Go            Shelby                        12
Total votes for Less partisanship              : 17

Less regulation
   Freedom from federal and state regulations by localizing govt
     Go            Dillon                        5
   Less govt--more freedom for business to operate
     Go            Malta                         8
   Less govt regulation
     Go            Shelby                        5
   Better balance between community needs and govt regulations
     Go            White Sulphur Spring          7
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Less regulation
Freedom, self-determination leading to prosperity
Go White Sulphur Spring 4
Total votes for Less regulation : 29

Local decisions on health
Decision-making done at local level
He Kalispell 6
Total votes for Local decisions on health : 6

Long-term bus outlook
Extractive industry display--more long-term consideration
Bu Dillon 4
Total votes for Long-term bus outlook : 4

Long-term view of environ
Long-term view regarding natural resources
Na Kalispell 5
Total votes for Long-term view of environ : 5

More business
More business, large and small
Bu Cut Bank 11
Stronger economy with more industry
Bu Helena 6
Industrial development
Bu Plentywood 8
Total votes for More business : 25

More gambling
More liberal gambling policy
Go Miles City 6
Open gambling
Go Shelby 7
Total votes for More gambling : 13

More rail use
Utilize our rail system to relieve highways of heavy freight
In Glasgow 9
Total votes for More rail use : 9

More small business
Provide more small business to serve local needs and tourism
Bu Cut Bank 7
Stronger in manufacturing--small, non-polluting industries
Bu Hamilton 7
Slow, steady growth of small business
Bu Havre 6

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More small business
   Small business development
     Bu           Sidney                          7
   Development of small businesses from within our own communities
     Bu           Wolf Point                      4
   Positive small-business environment
     Bu           Wolf Point                      5
Total votes for More small business              : 36

No more wilderness
   No more wilderness land
     Na           Dillon                          9
Total votes for No more wilderness               : 9

No mosquitoes
   Mosquito-free (Malta has a huge problem with pest control)
     Na           Malta                           6
Total votes for No mosquitoes                    : 6

Open spaces
   Open, private spaces
     Na           Helena                          4
Total votes for Open spaces                      : 4

Planned infra
   Planning for infrastructure and services
     In           Libby                           13
Total votes for Planned infra                    : 13

Pride
   Attitude adjustment; pride--clean up community businesses and homes
     Qu           Roundup                         5
Total votes for Pride                            : 5

Private-property protection
   Protection of property rights; individual freedom
     Go           White Sulphur Spring            6
Total votes for Private-property protection      : 6

Promote light industry
   Promote light industry
     Bu           Havre                           8
   30% increase in number of employers in light, clean mfg with balanced
   stewardship of environ
     Bu           Libby                           15
Total votes for Promote light industry           : 23

Public land use
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Public land use
Multiple use of public land
Na Dillon 12
Total votes for Public land use : 12

Quality education
Educational system in top 10% in the nation
Ed Dillon 5
Educated population for hi-tech industry
Ed Glasgow 10
Quality education at all levels
Ed Glendive 8
Streamline educational delivery system to create quality, well-educated children
Ed Hamilton 5
Education system envied by other states
Ed Havre 6
Good education base
Ed Havre 6
Higher-quality education; wide employment opportunities
Ed Helena 7
Leader among states in quality education
Ed Helena 6
Top-notch education system
Ed Helena 4
Quality Head Start, public education K-12, for all children, fully and equitably funded
Ed Kalispell 8
Strong quality education
Ed Libby 14
Maintain high quality in education system
Ed Livingston 5
Quality education at all levels, K-16+
Ed Missoula 7
Total votes for Quality education : 91

Quality higher education
National leader in higher education
Ed Great Falls 5
University system recognized as superior
Ed Kalispell 6
Total votes for Quality higher education : 11

Quality infra
High-quality infrastructure, human resources, including equal opportunity for women
In Bozeman 8
Infrastructure improvements for all
In Fort Belknap Agency 3

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Quality infra
   Rebuild infrastructure
     In          Kalispell                    5
   Improve and fund infrastructure
     In          Miles City                   5
   Better rail and highway systems
     In          Plentywood                  11
Total votes for Quality infra                : 32

Quality of life
   Population same as now; quality, commercially prosperous lifestyle
     Qu          Big Timber                   3
   Retain rural atmosphere/resources/lifestyle; attract compatible industries
     Qu          Big Timber                  10
   Maintain the existing quality of life
     Qu          Flathead Agency              5
   Maintain a quality lifestyle
     Qu          Livingston                   5
   Quality of life
     Qu          Livingston                   5
   Preservation of quality of life
     Qu          Shelby                      10
   Status quo
     Qu          Shelby                       5
Total votes for Quality of life              : 43

Recycling and composting
   Every household composting and recycling
     Na          Kalispell                    7
Total votes for Recycling and composting     : 7

Regional health
   Regional health-care centers
     He          Butte                        5
Total votes for Regional health              : 5

Regionalized business
   Regionalization of business manufacturing and trade facilities
     Bu          Sidney                       5
Total votes for Regionalized business        : 5

Reorganize local govt
   Elimination of excessive levels and units of local govt
     Go          Butte                        5
   Combine counties to reduce local govt costs
     Go          Kalispell                    5
   Less govt/less costly govt/city-county consolidations
     Go          Miles City                   8
Total votes for Reorganize local govt        : 18
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Resources preserved
Natural resources preserved
Na Billings 3
Maintain our environment; resources management
Na Great Falls 5
Preserve environment
Na Great Falls 4
Protecting natural resources
Na Hamilton 5
Environmental regulations adhered to--conserving rivers, air, and lakes forever
Na Kalispell 6
Preserve and protect wildlife and water
Na Kalispell 5
Preserve the natural attractions and enhance tourism
Na Red Lodge 7
Protect natural resources--keep water pure and Big Sky as it is today
Na Red Lodge 7
Maintain natural resources
Na Shelby 5
Total votes for Resources preserved : 47

Resources used
Develop natural resources for maximum benefit
Na Deer Lodge 11
Develop natural resources and cattle
Na Glasgow 7
Take advantage of our abundant natural resources
Na Glendive 5
More oil and gas exploration
Na Shelby 7
Take advantage of resources--natural, youth
Na Shelby 6
Total votes for Resources used : 36

Resources used--for MT
Utilizing our natural resources for the people of MT
Na Dillon 6
Total votes for Resources used--for MT : 6

Resources used--for QOL
Multiple use of all resources so that MT's way of making a living is maintained
Na Butte 6
Total votes for Resources used--for QOL : 6

Resources used--for electricit
Generate electricity with renewable resources
Na Cut Bank 6

Resources used--for electricit
Total votes for Resources used--for electricit: 6

Resources used--for mfg
More natural-resource based industries with proper environ protection
Na Butte 7
Manufacturing using our own natural resources
Na Glasgow 8
Total votes for Resources used--for mfg : 15

Resources used--wisely
Wise use of resources
Na Dillon 6
Renewable approach to resource extraction
Na Hamilton 5
Total votes for Resources used--wisely : 11

Retirement destination
MT as retirement destination
Qu Forsyth 4
Total votes for Retirement destination : 4

Rural self-sufficiency
Rural communities more self-sufficient
Bu Malta 5
More successful businesses in rural areas
Bu White Sulphur Spring 5
Total votes for Rural self-sufficiency : 10

Safety
Safe and clean for our children
Qu Cut Bank 14
Save haven to live, work, raise a family
Qu White Sulphur Spring 4
Total votes for Safety : 18

Small-business support
Small business able to thrive
Bu Big Timber 6
Easier for small business to flourish
Bu Billings 4
Promote small-business incentives
Bu Cut Bank 9
Total votes for Small-business support : 19

Social justice
Economic and social justice
Qu Wolf Point 7
Total votes for Social justice : 7

Stable agriculture
Agriculture remains stable
Bu Glendive 6
Total votes for Stable agriculture : 6

Stable economy
Stable economy; steady growth
Bu Butte 5
Stable economy
Bu Hamilton 6
Stable economy
Bu Havre 10
Economy that provides steady employment, stable taxes, quality environ
Bu Helena 7
Increase in value-added and positive use of all resources to stabilize economy
Bu Libby 9
Economically stable--make a living--industry active--environment to attract business
Bu Plentywood 19
Stable economy
Bu Shelby 7
Total votes for Stable economy : 63

State and local funding
Adequate funding of state and local govt, including infrastructure
Go Butte 4
Total votes for State and local funding : 4

Student/teacher ratio
More teachers per student; smaller number of students in classroom
Ed Kalispell 10
Total votes for Student/teacher ratio : 10

Take advantage of graduates
Take advantage of educational system (we now export our finished product)
Ed Sidney 3
Total votes for Take advantage of graduates : 3

Tax reform
Complete tax reform
Go Kalispell 5
Restructured tax situation--Workers' Comp revamped
Go Plentywood 10
Total votes for Tax reform : 15

Tax reform--fairness
Fair taxes
Go Billings 3

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Tax reform--fairness
   Have everyone pay their fair share of taxes
     Go            Great Falls                    3
   Fair taxation system
     Go            Helena                         4
   Equitable tax structure; industry break
     Go            Libby                          16
   Equity in taxation
     Go            Livingston                     6
   Better, equitable tax system
     Go            Malta                          8
   Tax reform--equity
     Go            Miles City                     6
   Fair tax system; people who make money should pay
     Go            Shelby                         9
Total votes for Tax reform--fairness          : 55

Tax reform--for business
   Tax structure that promotes business
     Go            Malta                          8
   Tax incentives for new industry
     Go            Shelby                         5
Total votes for Tax reform--for business      : 13

Tax reform--growth
   Tax structure reformed to encourage economic growth
     Go            Billings                       9
Total votes for Tax reform--growth            : 9

Tax reform--lower
   Cut govt services and taxes
     Go            Big Timber                     5
   Lower taxes
     Go            Cut Bank                       7
   Make a tax plan a little more attractive for those coming to MT
     Go            Kalispell                      5
Total votes for Tax reform--lower             : 17

Tax reform--sales
   Create sales tax
     Go            Billings                       7
Total votes for Tax reform--sales             : 7

US-Canadian connection
   Become a hub for travel and industry between US and Canada
     Bu            Glasgow                        7
Total votes for US-Canadian connection        : 7

Universal health
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Universal health
Universal health-care plan
He Miles City 5
Total votes for Universal health : 5

Value-added products
Raw materials expanded into value-added products; expanded capital resources
Bu Big Timber 6
More opportunities for value-added ag products
Bu Glasgow 7
More value-added products
Bu Glasgow 5
Value added
Bu Glendive 5
Value-added agriculture
Bu Malta 7
Value added to agricultural and natural resources
Bu Sidney 11
Value-added agriculture
Bu Sidney 9
Agricultural product parity
Bu Wolf Point 9
Total votes for Value-added products : 59

Welfare reform
Eliminate welfare; demand employment
Go Roundup 7
Total votes for Welfare reform : 7

Wilderness preserved
Protection of open spaces, wilderness
Na Hamilton 6
More large wilderness and open space to retain frontier
Na Kalispell 7
Total votes for Wilderness preserved : 13

Workers' Comp reform
Fix Workers' Compensation
Go Big Timber 5
More effective administration of Medicaid, Workers' Comp
Go Butte 7
Eliminate Workers' Comp
Go Malta 8
Reasonable Workers' Comp
Go Shelby 12
Reformed Workers' Comp program
Go White Sulphur Spring 6
Revise Workers' Comp program
Go White Sulphur Spring 5

Workers' Comp reform
Total votes for Workers' Comp reform : 43

Youth jobs
Career opportunities for MT's youth
Bu Billings 3
Have econ/business climate that would allow MT youth to participate
Bu Butte 4
Jobs for local school and college graduates
Bu Butte 5
Keep youth in MT with job opportunities
Bu Cut Bank 7
Don't chase away business; keep our young people in MT
Bu Hamilton 7
Job opportunities for youth
Bu Havre 6
Future jobs for MT children
Bu Kalispell 9
Strong industries that allow choice of employment and opportunities for young people
Bu Libby 13
High-quality jobs to keep our kids in MT
Bu Livingston 7
Quality employment for youth
Bu Malta 12
Employment so young people stay in MT
Bu Miles City 6
Children won't have to leave area (more than jobs)
Bu Missoula 6
Create environment for everyone to have jobs, especially keeping our youth here
Bu Plentywood 8
Increase opportunities for youth
Bu Shelby 5
More job opportunities for MT youth
Bu Shelby 8
MT will have a stable economy with living-wage jobs for all people, especially youth
Bu Sidney 9
Employment opportunities for youth
Bu White Sulphur Spring 6
Total votes for Youth jobs : 121

Youth recreation
New recreational opportunities for youth after school
Ed Hamilton 8
Total votes for Youth recreation : 8

Short Response	Sum of Votes
Clean environ	143
Youth jobs	121
Business-friendly	116
Balance industry, environ	99
Better employment	93
Quality education	91
Develop tourism	82
Better wages	64
Stable economy	63
Value-added products	59
Tax reform--fairness	55
Resources preserved	47
Quality of life	43
Workers' Comp reform	43
Growing economy	42
More small business	36
Resources used	36
Quality infra	32
Diversified economy	29
Efficiency in govt	29
Last best place	29
Less regulation	29
Balanced state budget	28
Attract business	25
Capable graduates	25
Govt planning	25
More business	25
Fewer outside interests	24
Promote light industry	23
Affordable health	21
Small-business support	19
Reorganize local govt	18
Safety	18
Less partisanship	17
Tax reform--lower	17
Resources used--for mfg	15
Tax reform	15
Available health	14
Basics of life	14
Family life	14
Jobs for environ	14
Better govt services	13
Diversified agriculture	13
Environ cleanup	13
More gambling	13

Short Response	Sum of Votes
Planned infra	13
Tax reform--for business	13
Wilderness preserved	13
Efficiency in education	12
Honors programs	12
Public land use	12
Federal mandate funding	11
Friendliness	11
Higher education reforms	11
Quality higher education	11
Resources used--wisely	11
Rural self-sufficiency	10
Student/teacher ratio	10
Develop medical industry	9
Govt cooperation	9
Govt responsiveness	9
High-tech jobs	9
More rail use	9
No more wilderness	9
Tax reform--growth	9
Environ awareness	8
Govt jobs available	8
Youth recreation	8
Better colleges	7
Fiscal responsibility	7
Recycling and composting	7
Social justice	7
Tax reform--sales	7
US-Canadian connection	7
Welfare reform	7
Alternative energy	6
Better roads	6
E/W equality	6
Entrepreneurial support	6
Local decisions on health	6
No mosquitoes	6
Private-property protection	6
Resources used--for MT	6
Resources used--for QOL	6
Resources used--for electricit	6
Stable agriculture	6
Affordable colleges	5
Agricultural base	5
Better public transit	5
Community colleges	5
Competent teachers	5

Short Response	Sum of Votes
Cultural awareness	5
Educational trendsetter	5
Leadership and vision	5
Less environ protection	5
Long-term view of environ	5
Pride	5
Regional health	5
Regionalized business	5
Universal health	5
Avoid overpopulation	4
Citizen respect for govt	4
Consider reservations	4
Education for future	4
Intergovernmental relations	4
Keep money in state	4
Long-term bus outlook	4
Open spaces	4
Retirement destination	4
State and local funding	4
Educational opportunity	3
Efficient transportation	3
Take advantage of graduates	3

Adequate education funding
Adequately funded education system
Ed Havre 7
Resolve school-finance issue
Ed Helena 10
Adequate state, county, local funding for teachers and more school facilities
Ed Kalispell 10
Increase funding
Ed Kalispell 16
Maintain a quality education system by having an equitable funding system
Ed Libby 9
Total votes for Adequate education funding : 52

Affordable education
Affordable education for children
Ed Havre 5
Total votes for Affordable education : 5

Agricultural leadership
Agricultural leadership in tune with world markets
Bu Big Timber 4
Total votes for Agricultural leadership : 4

Art funding
Public support of the arts
Qu Livingston 4
Total votes for Art funding : 4

Attract business
Engender pro-business attitudes of legislation
Bu Billings 5
Legislative action to become pro-active to improve business climate
Bu Billings 11
More business incentives
Bu Billings 3
Attract capital investment to get manufacturing and processing industry
Bu Butte 5
Need to attract capital
Bu Butte 6
Attract expertise in manufacturing and marketing and capital
Bu Cut Bank 10
Generate some kind of industry
Bu Cut Bank 8
New business must receive financial and tax advantages and breaks
Bu Cut Bank 11
Recruit out-of-state business, ideas, students
Bu Great Falls 5

```
Attract business
   Tax incentives for clean industry
     Bu            Great Falls                    6
   States, cities, and counties need to promote MT to more businesses
     Bu            Hamilton                       6
   Supply-and-demand environment for business and industry
     Bu            Havre                          6
   Tax incentives for business instead of tax penalties
     Bu            Kalispell                      7
   Aggressively pursue business recruitment including giving industry the best
   tax incentives
     Bu            Libby                         21
   Increased incentives for businesses to locate in MT
     Bu            Libby                         14
   Laws must support business development
     Bu            Libby                         10
   Offer incentives to new and expanding business
     Bu            Malta                          6
   Attract outside investors
     Bu            Plentywood                    12
   Less government-imposed cost of doing business
     Bu            Roundup                        9
   Business encouraged (employment incentives, clean up Workers' Comp)
     Bu            Shelby                         9
   Incentives/tax base to attract industry
     Bu            Shelby                         7
   Recruitment of clean manufacturing
     Bu            Shelby                         5
Total votes for Attract business               : 182

Attract skilled labor
   Attracting and retaining skilled labor force to the state
     Bu            Butte                          4
Total votes for Attract skilled labor          : 4

Balance industry, environ
   Non-polluting jobs--long-range planning
     Na            Glendive                       3
   Industry must face ecological and economic reality
     Na            Great Falls                    3
   Sustain balance between economics and nature
     Na            Hamilton                       5
   Develop common consensus on economic and natural resource realities
     Na            Kalispell                      5
   Revision of attitude regarding business and environmental priorities
     Na            Shelby                        19
Total votes for Balance industry, environ      : 35

Better employment
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Better employment
Jobs
Bu Dillon 10
Job creation
Bu Helena 5
People working together to create better jobs
Bu Kalispell 7
Create jobs in MT for Montanans and slow increases in population from out of state
Bu White Sulphur Spring 5
Total votes for Better employment : 27

Better govt accountability
Improve accountability, responsiveness of govt
Go Hamilton 12
Total votes for Better govt accountability : 12

Better govt responsiveness
Improve govt responsiveness to environ concerns
Go Great Falls 3
Total votes for Better govt responsiveness : 3

Better higher education
Increased and continued higher education
Ed Glendive 6
Finance and promote higher education adequately
Ed Great Falls 3
Total votes for Better higher education : 9

Better infra
Up-to-date, fully functional infrastructure
In Big Timber 4
Improve infrastructure
In Cut Bank 5
Better infrastructure and services to attract new business
In Dillon 5
Update infrastructure for tourist destinations
In Glendive 3
Improve infrastructure
In Hamilton 7
Total votes for Better infra : 24

Better leadership
Improve leadership at state and local levels and between groups, parties, and cities
Go Great Falls 4
Leadership
Go Helena 6
Total votes for Better leadership : 10

Better roads
Improve roads
In Havre 6
Total votes for Better roads : 6

Better telecommunications
Improve transportation and communications especially telecommunications
In White Sulphur Spring 5
Total votes for Better telecommunications : 5

Better transportation
Improve transportation
In Glendive 6
Develop additional transportation and communication technology
In Libby 14
Good highway and rail transportation
In Plentywood 14
Good transportation/infrastructure
In Sidney 5
Transportation system--improve
In Sidney 6
Total votes for Better transportation : 45

Better wages
MT must align itself on a competitive national level with respect to wages
Bu Butte 5
Good-paying jobs
Bu Red Lodge 6
Total votes for Better wages : 11

Bus contribute to community
Businesses need to contribute to community, give to charity
Bu Big Timber 4
Total votes for Bus contribute to community : 4

Change legislature's attitude
Change legislature's attitude
Go Shelby 10
Total votes for Change legislature's attitude : 10

Change voter response
Change voter response
Go Deer Lodge 11
Total votes for Change voter response : 11

Cheaper railroad rates
Improve infrastructure; cheaper RR rates and fiber optics
In Glasgow 6
Total votes for Cheaper railroad rates : 6

Clean environ
Political system dedicated to clean environment
Na Glendive 6
Keep habitat in good condition for all activities
Na Hamilton 10
Good state leaders committed to the environment
Na Helena 7
Agree that environment is our strongest resource
Na Kalispell 9
Protect what we have--environment
Na Missoula 7
No new industry that pollutes air and water
Na White Sulphur Spring 4
Total votes for Clean environ : 43

Common sense in govt
Back to common-sense policies
Go Havre 5
Total votes for Common sense in govt : 5

Consensus on actions
Statewide mindset requiring high level of consensus on irrevocable actions
Go Missoula 4
Clear public consensus of common goals
Go Shelby 8
Total votes for Consensus on actions : 12

Consolidate colleges
Combine colleges and universities
Ed Malta 7
Total votes for Consolidate colleges : 7

Consolidate schools
Consolidate education system
Ed Red Lodge 6
Less school districts
Ed Shelby 5
Total votes for Consolidate schools : 11

Cooperation
People's cooperation in the state
Qu Cut Bank 8
Cooperation of all; work together
Qu Glasgow 6
Better understanding between natives and newcomers to MT
Qu Hamilton 7
Total votes for Cooperation : 21

Cut govt spending

Cut govt spending
   Cut budget and spending--eliminate debt
     Go Plentywood 13
   Freeze govt spending
     Go Plentywood 6
   Less govt spending and regulation
     Go Shelby 6
Total votes for Cut govt spending : 25

Deemphasize service sector
   Deemphasize service industry because of low wages, no income tax
     Bu Kalispell 5
Total votes for Deemphasize service sector : 5

Develop tourism
   Develop an enlightened approach to attracting people who can benefit from our environment
     Bu Big Timber 5
   Promote tourism
     Bu Havre 7
   Further develop tourism
     Bu Plentywood 7
   Promotion of tourist industry (public transit improved)
     Bu Shelby 9
   Development of natural attractions for tourism
     Bu Wolf Point 7
   Tourist awareness of all tourism opportunities for all MT
     Bu Wolf Point 7
Total votes for Develop tourism : 42

Economic development
   Economic development
     Bu Livingston 6
Total votes for Economic development : 6

Education as priority
   Education becomes financial priority
     Ed Big Timber 6
Total votes for Education as priority : 6

Educational reform
   Education overhauled; no class duplication; get it out of legislative system
     Ed Big Timber 5
   Revamp education; hold system accountable
     Ed Miles City 7
Total votes for Educational reform : 12

Efficiency in govt

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Efficiency in govt
   Require govt to become more efficient and accountable
     Go          Big Timber                    8
   More efficient govt with lower taxes
     Go          Helena                        5
   More efficiency in govt
     Go          Livingston                   11
   Eliminate waste and inefficiency in govt, including schools
     Go          Miles City                    5
   State govt must be willing to drop programs that don't work
     Go          Miles City                   10
   A govt that can accomplish something
     Go          Shelby                       10
   Increase efficiency/decrease size of govt
     Go          White Sulphur Spring          6
Total votes for Efficiency in govt            : 55

Environmentalist compromise
   More compromise among environ protection advocates
     Na          Butte                         5
Total votes for Environmentalist compromise   : 5

Fair trade
   Fair trade policy--both domestic and international
     Go          Wolf Point                    6
Total votes for Fair trade                    : 6

Families in education
   Emphasis nationwide on children and youth
     Ed          Kalispell                     9
   More family emphasis at a young age
     Ed          Kalispell                    11
Total votes for Families in education         : 20

Family jobs
   Be friendly to industry and business that can provide family-type jobs
     Bu          Livingston                    8
Total votes for Family jobs                   : 8

Family values
   Return to traditional family values
     Qu          Cut Bank                      5
Total votes for Family values                 : 5

Federal govt assistance
   Federal govt pay state taxes on land they own
     Go          Butte                         3
   Feds pay counties for projected sustainable yield for timber, grazing,
   mining of federal land
     Go          Dillon                        7
```

Federal govt assistance
Total votes for Federal govt assistance : 10

Fewer outside interests
Leadership fearless enough to confront restrictions from outside
Go Butte 5
Govern MT by Montanans, not special-interest groups
Go Cut Bank 5
Eliminate out-of-state special interest groups
Go Dillon 5
People stand up and speak out and stop letting out-of-state interests dictat
Go Dillon 9
Montanans must believe they can control their own destiny
Go Flathead Agency 9
Planning by Montanans w/o outside influence
Go Fort Belknap Agency 3
Total votes for Fewer outside interests : 36

Financial planning
Financial and economic planning to be implemented
Bu Glasgow 8
Total votes for Financial planning : 8

Flexible industries
All industries must be flexible
Bu Dillon 6
Total votes for Flexible industries : 6

Focus on real problems
Direct attention to real problems--unemployment, family unity, lack of respect for powers that be
Go Hamilton 9
Total votes for Focus on real problems : 9

Forest farming, conservation
Forests have to be farmed and conserved as with land conservation
Na Great Falls 5
Total votes for Forest farming, conservation : 5

Fund biotechnology
Funding for research and development in biotechnology
Go Havre 6
Total votes for Fund biotechnology : 6

Funding for human services
Money for human service programs
He Kalispell 10
Common vision for health care, education with adequate funding
He Missoula 9

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Funding for human services
Total votes for Funding for human services    : 19

Gender equality in education
   Make gender equality a part of our education system
     Ed           Bozeman                        5
Total votes for Gender equality in education  : 5

Govt employment reform
   Institution of threat and reward system in govt employment
     Go           Butte                          5
Total votes for Govt employment reform        : 5

Higher educ used as resource
   Use university system as a resource
     Ed           Butte                          5
Total votes for Higher educ used as resource  : 5

Individual responsibility
   Greater sense of individual responsibility
     Qu           Hamilton                       6
   Increase individual responsibility and values
     Qu           Kalispell                      6
   Education system to teach self-reliance
     Qu           Malta                          8
Total votes for Individual responsibility     : 20

Intra-state understanding
   More communication with rest of MT
     Go           Plentywood                     9
   West and East need to recognize each other's uniqueness
     Go           Sidney                         8
Total votes for Intra-state understanding     : 17

Keep money in state
   Develop programs to keep pension and insurance money in state
     Bu           Big Timber                     5
Total votes for Keep money in state           : 5

Leadership training
   Improve education in leadership training; educate for the future
     Ed           Malta                          7
Total votes for Leadership training           : 7

Legalize gambling
   Legalize more gambling types
     Go           Plentywood                     6
Total votes for Legalize gambling             : 6
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Legislative health leadership
Progressive, courageous legislators who will address and deal with the important issues
He Butte 3
State legislation that will meet the identified needs
He Butte 3
Leadership in public, private, and churches (health)
He Kalispell 7
Total votes for Legislative health leadership : 13

Less bureaucracy
Less bureaucracy and environmental rules
Go Malta 10
Reduce paperwork; fewer govt agencies
Go Plentywood 8
Total votes for Less bureaucracy : 18

Less environ protection
Limit excessive environmental control with proper resource use under less restrictive conditions
Na Deer Lodge 11
Total votes for Less environ protection : 11

Less govt
Downsizing of govt at all levels
Go Cut Bank 5
Less government
Go Glendive 7
Consolidation of govt at all levels
Go Hamilton 7
Less government involvement
Go Havre 6
Less elected officials
Go Shelby 6
Total votes for Less govt : 31

Less interference in health
Reduced govt intrusion related to legislation on medical issues
He Butte 4
Total votes for Less interference in health : 4

Less partisanship
Cooperation among geographic regions and political parties
Go Billings 3
Non-partisan politics (better and more cooperative state leadership)
Go Hamilton 7
Awareness of needs and priorities, not pride and victory
Go Kalispell 5

Less partisanship
Non-partisan, unicameral legislature
Go Kalispell 7
A political system that cooperates
Go Red Lodge 4
Total votes for Less partisanship : 26

Less regulation
Reduce govt regulations and burden
Go Hamilton 7
Regulatory agencies that help create jobs rather than preventing jobs
Go Libby 15
Less regulation and interference by govt
Go Malta 9
Less bureaucratic rule-making
Go Plentywood 11
Less govt regulations
Go Plentywood 8
Less state and federal regulation
Go Shelby 7
Common-sense regulation of small health-care facilities and business
Go White Sulphur Spring 6
Total votes for Less regulation : 63

Less territorial
Less territorial attitude
Qu Livingston 4
Total votes for Less territorial : 4

Limit lawsuits
Limit/cap on lawsuits
Go Libby 8
Total votes for Limit lawsuits : 8

Local govt control
Regain control--abolish outside control (federal govt)
Go Deer Lodge 6
Let the local people make more decisions
Go Dillon 5
More local, less federal control
Go Dillon 5
More state control and less federal
Go White Sulphur Spring 7
Total votes for Local govt control : 23

Long-range view
Long-range planning, not crisis response
Go Kalispell 8

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Long-range view
   Plan for state direction, not just let happen
     Go           Kalispell                    7
   Change attitude and direction of leaders; leaders with vision
     Go           Missoula                     4
Total votes for Long-range view               : 19

More manufacturing
   Expansion of manufacturing
     Bu           Wolf Point                   4
Total votes for More manufacturing            : 4

More open-mindedness
   More open-mindedness, flexibility, ideas
     Qu           Hamilton                     5
Total votes for More open-mindedness          : 5

More political involvement
   Political involvement; progressive lawmaking
     Go           Billings                     4
   People have to get enough political power to define their own destinies
     Go           Butte                        5
   More citizen participation in legislature
     Go           Cut Bank                     9
   Citizen involvement in decision-making
     Go           Libby                        8
   More community involvement; less govt
     Go           Malta                        9
   More citizen involvement and responsibility in the economic change and
   education process
     Go           Miles City                   7
   Informed, involved citizenry
     Go           Missoula                     4
Total votes for More political involvement    : 46

Native American representation
   Legislature and senate seats to represent reservations and Native Am
   population
     Go           Fort Belknap Agency          4
Total votes for Native American representation: 4

No imported waste
   Laws or legislation to eliminate all out-of-state waste to MT
     Na           Glasgow                      5
Total votes for No imported waste             : 5

Planned infra
   Comprehensive local plan for infrastructure and improvement
     In           Red Lodge                    4
```

Planned infra
Total votes for Planned infra : 4

Planning and zoning
Determine appropriate use for various pieces of land--comprehensive planning
Go Bozeman 5
Slow natural growth
Go Cut Bank 6
Commitment by communities to meet regularly to fulfill planning responsibilities
Go Flathead Agency 9
Proper planning and zoning at state level to regulate growth
Go Hamilton 7
Land-use and resource planning instituted statewide
Go Helena 9
Planning and zoning
Go Kalispell 9
Zoning to protect open lands and prevent urban sprawl
Go Kalispell 7
Rational environmental stewardship and land-use planning
Go Libby 23
County planning; rural subdivision control
Go Livingston 4
Environmental and land-use planning
Go Livingston 6
Reform land-use laws
Go Livingston 7
Stronger comprehensive planning at local, regional, and state levels
Go Livingston 5
Better and tighter control of development and expansion--constrained development
Go Red Lodge 8
Planned and controlled growth
Go Red Lodge 14
Better health standards through zoning
Go White Sulphur Spring 5
Total votes for Planning and zoning : 124

Preserve resources
Thoughtful management of environ/recreation resources
Na Helena 5
Total votes for Preserve resources : 5

Preserve scenery
Limit growth on scenic and prime land
Na Bozeman 5
Total votes for Preserve scenery : 5

Professional govt

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Professional govt
   More professional and service-driven govt
     Go          Hamilton                    7
Total votes for Professional govt           : 7

Protect property rights
   Stop erosion of private property rights
     Go          Hamilton                    6
Total votes for Protect property rights     : 6

Protect small communities
   Protect integrity of small communities
     Go          Hamilton                    5
Total votes for Protect small communities   : 5

Public lands for recreation
   Dedication of public lands for recreational purposes
     Na          Missoula                    4
Total votes for Public lands for recreation : 4

Public transportation
   Need for public transportation
     In          White Sulphur Spring        7
Total votes for Public transportation       : 7

Public/private cooperation
   Increase govt/private sector cooperation, not confrontation
     Go          Kalispell                   8
Total votes for Public/private cooperation  : 8

Public/private ed partnerships
   Public/private partnerships; coordinate education to demands of industries
     Ed          Libby                       9
Total votes for Public/private ed partnerships: 9

Quality education
   Strong educational system geared to MT opportunities
     Ed          Butte                       3
   Educating Montanans
     Ed          Dillon                      5
   Public importance of education
     Ed          Dillon                      8
   Improve skills and education of our young people
     Ed          Hamilton                    5
   Quality education system
     Ed          Helena                      6
   Educate and motivate people to demand their priorities
     Ed          Kalispell                   10
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Quality education
Formal education must be enhanced and supported
Ed Missoula 4
Education
Ed Red Lodge 5
Total votes for Quality education : 46

Quality of life
Rediscover what makes MT great
Qu Bozeman 5
Decisions cannot be made solely on jobs created or money made. Preserve quality of life
Qu Kalispell 13
Take pride in what we now have and what we were (traditional values)
Qu Roundup 7
Foster positive attitudes
Qu White Sulphur Spring 7
Total votes for Quality of life : 32

Recognition of ability
More recognition of academic ability
Ed Kalispell 7
Total votes for Recognition of ability : 7

Recycling
Recycling
Na Glasgow 7
Total votes for Recycling : 7

Renewable-resource industry
Support renewable-resource industries
Bu Plentywood 8
Total votes for Renewable-resource industry : 8

Resource education
Educate people about natural resources--limits and values
Na Glasgow 6
Total votes for Resource education : 6

Restrict econ development
Control, do not subsidize, economic development
Bu Big Timber 3
Total votes for Restrict econ development : 3

Restructure govt
Administrative restructuring (state, local, county)
Go Helena 7
Total votes for Restructure govt : 7

Restructure local govt
Change the constitution to provide for only one level of general local govt
Go Butte 7
Consolidate schools and counties
Go Havre 8
Combine counties, schools, universities
Go Kalispell 7
Total votes for Restructure local govt : 22

Restructure state govt
Restructure the level of state govt
Go Big Timber 5
Total votes for Restructure state govt : 5

Retain current business
Access to national base so we can keep industry we have and attract new industry
Bu Butte 4
Help current business develop markets
Bu Havre 5
More MT-based businesses must thrive over long term
Bu Missoula 6
Lower taxes and insurance rates to retain business
Bu Plentywood 8
Create or improve present industry
Bu Wolf Point 4
Total votes for Retain current business : 27

Right-to-work laws
Right-to-work
Go Sidney 7
Total votes for Right-to-work laws : 7

Small communities reborn
Rebirth of small communities
Qu Wolf Point 8
Total votes for Small communities reborn : 8

Small-business support
Small business getting more support from state
Bu Big Timber 5
More funds available from state agencies for local business
Bu Forsyth 4
Promote entreprenurial spirit
Bu Glasgow 6
Total votes for Small-business support : 15

State budget management

State budget management
Better budget management by state
Go Cut Bank 7
Balanced budget--restructured tax system
Go Shelby 11
Total votes for State budget management : 18

State-service scholarships
Scholarships tied to service in the state
Ed White Sulphur Spring 4
Total votes for State-service scholarships : 4

Tax education
Educate people on need for taxes
Ed Billings 4
Leaders and voter must grip reality regarding funding
Go Helena 7
Total votes for Tax education : 11

Tax reform
Create more uniform tax base
Go Billings 6
Reform tax structure
Go Bozeman 8
Tax structure revised so as to achieve adequate funding including infrastructure
Go Butte 6
Tax reform
Go Cut Bank 8
Tax reform
Go Deer Lodge 9
Tax reform
Go Dillon 8
Reform of MT land-use laws and tax system as a whole
Go Flathead Agency 8
Revise the whole state's tax structure
Go Forsyth 9
Better tax structure
Go Glasgow 6
Better tax structure
Go Glasgow 8
Restructure tax system
Go Glendive 5
Tax reform/tax incentives
Go Glendive 11
Improve tax structure
Go Great Falls 4
Tax tourist tax base
Go Great Falls 4

Tax reform
- Tax incentives for large land holdings
  - Go Hamilton 5
- Tax system based on consumption
  - Go Hamilton 6
- Higher taxes on out-of-state property owners
  - Go Havre 5
- Tax structure revisions
  - Go Havre 13
- Tax reform
  - Go Helena 7
- Tax reform/competitive tax structure
  - Go Kalispell 9
- Revise property and equipment tax and Workers' Comp structure
  - Go Libby 20
- Tax system that promotes wealth-building and savings
  - Go Libby 12
- Reform taxes
  - Go Livingston 4
- Restructured tax system
  - Go Malta 10
- Tax incentives
  - Go Plentywood 6
- Shift tax burden to non-Montanans
  - Go Red Lodge 4
- Change tax structure and Workers' Compensation at state level
  - Go Roundup 6
- Restructure the tax system (all taxes)
  - Go Sidney 11
- Tax reform
  - Go Sidney 7
- Change in tax structure
  - Go White Sulphur Spring 8
- Tax reform in all areas
  - Go White Sulphur Spring 7

Total votes for Tax reform : 240

Tax reform--diversification
- Use other funding besides property tax for education
  - Go Butte 5

Total votes for Tax reform--diversification : 5

Tax reform--fairness
- More fair and equitable tax system, workers' comp, regulation
  - Go Butte 10
- Broader, more equitable tax base
  - Go Helena 7
- Fair taxation for all citizens
  - Go Helena 7

Tax reform--fairness
Total votes for Tax reform--fairness : 24

Tax reform--for business
Overcome attitude that profitable businesses should be punished
Go Billings 5
Reduce business personal property taxes
Go Billings 5
Less taxes, better spent taxes, equals better business climate
Go Glasgow 5
Promote existing business with fairer tax structure
Go Hamilton 5
Make tax structure attractive to business
Go Havre 11
Decrease taxes and oppressive regulations for wanted business
Go Malta 10
Lower taxes on industry; revamp Workers' Comp
Go Red Lodge 8
Create better business climate through tax structure
Go White Sulphur Spring 8
Total votes for Tax reform--for business : 57

Tax reform--for growth
Tax structure that encourages growth
Go Havre 9
Total votes for Tax reform--for growth : 9

Tax reform--sales
Change tax structure fundamentally, i.e. sales tax
Go Billings 9
Sales tax to ease property tax
Go Glasgow 14
Sales tax--not on food or services--to reduce property tax--increase only by referendum
Go Hamilton 6
Tax reform including sales tax
Go Miles City 6
Competitive tax structure; in favor of a sales tax
Go Shelby 13
Revise tax to incorporate sales tax
Go Shelby 7
Tax reform--reduce property tax, add sales tax
Go Sidney 10
Tax relief and reform through a sales tax
Go White Sulphur Spring 7
Total votes for Tax reform--sales : 72

Tougher schools

Tougher schools
More academic requirements are needed, with fewer extra-curricular activitie
Ed Kalispell 6
Total votes for Tougher schools : 6

Understanding of govt
Mind change that govt does not/cannot answer all needs
Go Sidney 5
Total votes for Understanding of govt : 5

Unified lobbying
All govt entities must lobby legislature as one group
Go Fort Belknap Agency 3
Total votes for Unified lobbying : 3

University specialization
Universities must excel on few key technologies, skills
Ed Helena 8
Total votes for University specialization : 8

Urban development
Development in major cities
Bu Great Falls 3
Total votes for Urban development : 3

Use coal taxes
Tap the coal-tax fund for education
Go Butte 6
Invest the coal-tax interest in MT businesses for jobs
Go Libby 13
Total votes for Use coal taxes : 19

Use resources
Use what we have available--local/state resources
Na Fort Belknap Agency 3
Develop natural resources
Na Glendive 6
Total votes for Use resources : 9

Use resources--for jobs
Take advantage of natural resources to create jobs
Na Cut Bank 9
Total votes for Use resources--for jobs : 9

Value-added products
Add value to raw products
Bu Glendive 9
Global and value-added focus
Bu Havre 11

Value-added products
Increase in value-added manufacturing of extracted resources and ag products
Bu Helena 7
Better producer cooperation for value-added products
Bu Malta 7
Research to create value-added industries
Bu Sidney 6
Develop better price structure for raw materials
Bu Wolf Point 4
Fair prices for natural and renewable resources
Bu Wolf Point 4
Total votes for Value-added products : 48

Welfare reform
Welfare reform with local control
Go Miles City 5
Workfare in lieu of welfare
Go Roundup 9
Improve welfare system by tying benefits to work and study
Go White Sulphur Spring 7
Total votes for Welfare reform : 21

Willingness to change
Receptive to new ideas--willingness to change
Qu Red Lodge 6
Understanding that change will occur and it is better when planned and controlled
Qu Red Lodge 12
Total votes for Willingness to change : 18

Workers' Comp reform
Reduce workers' compensation premiums
Go Billings 9
Workers' Compensation must be reformed
Go Cut Bank 6
Privatize workers' compensation insurance
Go Forsyth 6
Police workers' compensation
Go Glasgow 7
Restructure Workers' Comp shared employer/employee responsibilities with safety incentives
Go Hamilton 10
Reform Workers' Compensation
Go Miles City 10
Improve workers' comp situation
Go Plentywood 6
Provide for reasonable Workers' Comp and tax structure
Go Shelby 8

Workers' Comp reform
  Workers' Comp revision (a complete overhaul)
    Go Shelby 6
  Privatize workers' compensation
    Go White Sulphur Spring 5
Total votes for Workers' Comp reform : 73

Youth jobs
  Create recreation and jobs for young
    Bu Bozeman 9
Total votes for Youth jobs : 9

Short Response	Sum of Votes
Tax reform	240
Attract business	182
Planning and zoning	124
Workers' Comp reform	73
Tax reform--sales	72
Less regulation	63
Tax reform--for business	57
Efficiency in govt	55
Adequate education funding	52
Value-added products	48
More political involvement	46
Quality education	46
Better transportation	45
Clean environ	43
Develop tourism	42
Fewer outside interests	36
Balance industry, environ	35
Quality of life	32
Less govt	31
Better employment	27
Retain current business	27
Less partisanship	26
Cut govt spending	25
Better infra	24
Tax reform--fairness	24
Local govt control	23
Restructure local govt	22
Cooperation	21
Welfare reform	21
Families in education	20
Individual responsibility	20
Funding for human services	19
Long-range view	19
Use coal taxes	19
Less bureaucracy	18
State budget management	18
Willingness to change	18
Intra-state understanding	17
Small-business support	15
Legislative health leadership	13
Better govt accountability	12
Consensus on actions	12
Educational reform	12
Better wages	11
Change voter response	11

Short Response	Sum of Votes
Consolidate schools	11
Less environ protection	11
Tax education	11
Better leadership	10
Change legislature's attitude	10
Federal govt assistance	10
Better higher education	9
Focus on real problems	9
Public/private ed partnerships	9
Tax reform--for growth	9
Use resources	9
Use resources--for jobs	9
Youth jobs	9
Family jobs	8
Financial planning	8
Limit lawsuits	8
Public/private cooperation	8
Renewable-resource industry	8
Small communities reborn	8
University specialization	8
Consolidate colleges	7
Leadership training	7
Professional govt	7
Public transportation	7
Recognition of ability	7
Recycling	7
Restructure govt	7
Right-to-work laws	7
Better roads	6
Cheaper railroad rates	6
Economic development	6
Education as priority	6
Fair trade	6
Flexible industries	6
Fund biotechnology	6
Legalize gambling	6
Protect property rights	6
Resource education	6
Tougher schools	6
Affordable education	5
Better telecommunications	5
Common sense in govt	5
Deemphasize service sector	5
Environmentalist compromise	5
Family values	5
Forest farming, conservation	5

Short Response	Sum of Votes
Gender equality in education	5
Govt employment reform	5
Higher educ used as resource	5
Keep money in state	5
More open-mindedness	5
No imported waste	5
Preserve resources	5
Preserve scenery	5
Protect small communities	5
Restructure state govt	5
Tax reform--diversification	5
Understanding of govt	5
Agricultural leadership	4
Art funding	4
Attract skilled labor	4
Bus contribute to community	4
Less interference in health	4
Less territorial	4
More manufacturing	4
Native American representation	4
Planned infra	4
Public lands for recreation	4
State-service scholarships	4
Better govt responsiveness	3
Restrict econ development	3
Unified lobbying	3
Urban development	3

Affordable transportation
Affordable transit and communications
In Plentywood 10
Total votes for Affordable transportation : 10

Agricultural base
Agricultural base
Bu Big Timber 6
Keep agricultural industry growing
Bu Dillon 6
Agriculture
Bu Shelby 6
Agriculture and industry
Bu Wolf Point 11
Total votes for Agricultural base : 29

Attract business
Opportunity to attract informational and data processing firms--incl those now in metro areas
Bu Billings 8
Opportunity to attract manufacturing and fabricating industries
Bu Billings 6
More good, clean industry
Bu Dillon 9
Quality of life to attract new business
Bu Great Falls 3
Entice white-collar industry
Bu Livingston 5
Total votes for Attract business : 31

Balance industry, environ
Balance between aggressive industry and environ; finishing and improving value-added products
Na Great Falls 5
Environmentally-focused business climate
Na Hamilton 7
Ecosystem preservation with expanding economy
Na Helena 6
Need environmentally-friendly products
Na White Sulphur Spring 7
Total votes for Balance industry, environ : 25

Beauty of state
Scenic and natural wonders of the state
Na Big Timber 6
Beauty of environment
Na Butte 4

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Beauty of state
   Natural setting
     Na            Fort Belknap Agency          3
   Beauty and natural resources
     Na            Glasgow                      11
   Natural beauty, peace and quiet
     Na            Hamilton                     8
   Scenic beauty of the state
     Na            Hamilton                     8
   Natural beauty and resources, hospitality of people and good quality of life
     Na            Libby                        13
   Attractive environment
     Na            Missoula                     5
   Scenery--natural beauty
     Na            Plentywood                   8
   State appeal--good place to live--unspoiled beauty--competitive wages
     Na            Plentywood                   14
   Natural beauty of our state
     Na            Roundup                      6
   Natural beauty and attractiveness
     Na            Shelby                       10
   Natural beauty; environment
     Na            Sidney                       4
Total votes for Beauty of state               : 100

Better Canadian relations
   Open border with Canada/promote better public relations
     Go            Cut Bank                     7
Total votes for Better Canadian relations     : 7

Better employment
   Create new business/more employment
     Bu            Cut Bank                     7
   Develop employment opportunities for the people here now
     Bu            Shelby                       10
Total votes for Better employment             : 17

Big Sky Dividend
   Big Sky Dividend; treasure state endowment
     Go            Malta                        13
Total votes for Big Sky Dividend              : 13

Business decentralization
   Decentralization of business
     Bu            Plentywood                   9
Total votes for Business decentralization     : 9

Change in govt leadership
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Change in govt leadership
  Change in political leadership
    Go Bozeman 8
Total votes for Change in govt leadership : 8

Clean environ
  Clean environment
    Na Havre 6
  Knowledge that our pristine environ is our richest resource
    Na Kalispell 10
  Clean environment, beauty of state
    Na Malta 9
  Excellent living environment--pollution-free
    Na Plentywood 11
  Montana's ecology--education, values, environment
    Na Roundup 7
  Healthy, beautiful environment
    Na White Sulphur Spring 9
Total votes for Clean environ : 52

Clean water
  Clean and abundant water
    Na Cut Bank 8
Total votes for Clean water : 8

College opportunity
  All children need post-secondary education opportunities
    Ed Dillon 7
Total votes for College opportunity : 7

Cultural diversity
  Cultural diversity
    Qu Billings 7
Total votes for Cultural diversity : 7

Develop tourism
  Ability to get tourism dollars
    Bu Big Timber 6
  Capitalize on tourism and senior citizens
    Bu Big Timber 4
  Tourism take advantage of undeveloped natural attractions
    Bu Butte 5
  Tourism
    Bu Fort Belknap Agency 3
  Tourism
    Bu Glendive 6
  Tourism industry
    Bu Great Falls 6

Develop tourism
  Encourage tourists
    Bu Livingston 4
  Tourism
    Bu Shelby 8
Total votes for Develop tourism : 42

Disaster recognition
  Govt leaders are starting to recognize the forthcoming disaster
    Go Fort Belknap Agency 3
Total votes for Disaster recognition : 3

Economic development
  Economic development
    Bu Glasgow 7
Total votes for Economic development : 7

Educational reform
  Reinvent our education system
    Ed Malta 9
Total votes for Educational reform : 9

Employable graduates
  Have college graduates ready for employment
    Ed Cut Bank 6
Total votes for Employable graduates : 6

Enact wilderness bill
  Enact wilderness bill with minor adjustments
    Go Great Falls 4
  Pass NREPA
    Go Hamilton 5
Total votes for Enact wilderness bill : 9

Family values
  Traditional family values
    Qu Kalispell 5
  Community; traditional rural values
    Qu White Sulphur Spring 11
Total votes for Family values : 16

Fewer outside interests
  Planning by Montanans w/o outside influence
    Go Fort Belknap Agency 3
Total votes for Fewer outside interests : 3

Good libraries
  Good libraries
    Ed Kalispell 12

Good libraries
Total votes for Good libraries : 12

Helpful govt employees
Desire of public employees to be helpful, useful, and responsive
Go Butte 6
Total votes for Helpful govt employees : 6

Human resources
Human resources (ourselves)
Na Forsyth 5
Develop human resources
Na Glendive 8
Human and natural resources
Na Sidney 7
Recognize and utilize local human and material resources
Na White Sulphur Spring 14
Total votes for Human resources : 34

Individual responsibility
Need to take personal responsibility for actions
Qu Plentywood 5
Total votes for Individual responsibility : 5

Last best place
Opportunity to promote the "last best place" as a good place to do business, live, work, play
Qu Billings 7
Environmental conditions--we are the last best place
Qu Havre 9
Last best place
Qu Red Lodge 9
Total votes for Last best place : 25

Learn from other states
Learn from other states' ideas and mistakes
Go Big Timber 3
New and returning Montanans with fresh ideas
Go Kalispell 5
Learn from mistakes in other states
Go Missoula 4
Total votes for Learn from other states : 12

Less bureaucracy
Eliminate some govt red tape in business and agriculture
Go Dillon 6
Total votes for Less bureaucracy : 6

Less govt

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Less govt
   Cut size of government
     Go           Bozeman                          5
Total votes for Less govt                        : 5

Less govt spending
   Taxpayer desire for less spending and less govt
     Go           Butte                            7
Total votes for Less govt spending               : 7

Long-term planning
   We still have the opportunity for long-term planning
     Go           Bozeman                          7
   Develop a workable plan and work the plan
     Go           Kalispell                        5
Total votes for Long-term planning               : 12

Lots of land
   Room--physical space and resources--for growth
     Na           Butte                            3
   Space for development
     Na           Cut Bank                         6
   Lots of land
     Na           Forsyth                          3
   Low congestion and population
     Na           Glasgow                          8
   MT is relatively undeveloped and unpolluted
     Na           Livingston                       5
   Room to grow
     Na           Miles City                       5
   Open space, clean environment
     Na           Shelby                           9
   Land; natural resources
     Na           Wolf Point                       5
   Open spaces; clean environment
     Na           Wolf Point                       4
   Space for growth
     Na           Wolf Point                       5
Total votes for Lots of land                     : 53

Modify education for workplace
   Modify education to meet needs of workplace
     Ed           Butte                            5
Total votes for Modify education for workplace: 5

More leadership
   Encourage excellent leadership qualities and statesmanship
     Go           Livingston                       4
Total votes for More leadership                  : 4
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More local control
Greater local control over education, environ, employment
Go Libby 16
Greater independence and sovereignty at the county level
Go White Sulphur Spring 7
Total votes for More local control : 23

More media attention
More effective news media attention to problems and issues
Go Helena 8
Total votes for More media attention : 8

More responsive govt
Better response from elected officials
Go White Sulphur Spring 8
Total votes for More responsive govt : 8

Natural resources
Natural resources and quality of life
Na Big Timber 5
Existence of an excellent and divergent resource base
Na Butte 4
We have abundant resources
Na Butte 4
Large amount of natural resources to develop
Na Cut Bank 8
Montana's natural resources
Na Cut Bank 8
Vast resources--people--raw materials
Na Cut Bank 11
Natural resources; mines, forests, ranches
Na Deer Lodge 17
Natural resources; quality and quantity
Na Glasgow 6
Variety of natural resources and cooperative marketing
Na Glendive 12
Environmental wealth
Na Great Falls 5
Natural resources--abundant water, clean air
Na Hamilton 9
Abundant natural resources
Na Havre 6
Natural resources including food/fiber
Na Helena 8
Natural resources
Na Kalispell 6
Abundant, varied natural resources--beauty, timber, mining, agriculture, recreation
Na Libby 18

Natural resources
Natural resource abundance provides quality of life for work and recreation
Na Libby 15
Natural resources (be it for preservation or utilization)
Na Livingston 6
Abundant natural resources
Na Malta 12
Natural resources
Na Malta 14
Natural resources
Na Plentywood 10
Still has resources (natural and human) to work with
Na Red Lodge 11
Natural resources
Na Roundup 6
Natural resources
Na Shelby 8
Renewable and non-renewable resources
Na Shelby 9
Natural resources; agriculture
Na Sidney 7
Vast array of resources
Na Sidney 5
Natural resources including people
Na White Sulphur Spring 6
Promote natural resources (scenery, clean water, air)
Na White Sulphur Spring 4
Total votes for Natural resources : 240

Opportunity to lead
Opportunity to lead in some areas (medical asset facilities, interactive TV)
Bu Miles City 9
Total votes for Opportunity to lead : 9

Personal qualities
Montanans
Qu Billings 6
Montana's people are its greatest resource
Qu Cut Bank 8
People of MT
Qu Fort Belknap Agency 3
People=true grit
Qu Glasgow 9
People with vision and diversity, both individually and as a group
Qu Hamilton 9
Strong, self-reliant, independent people
Qu Hamilton 8
Working together (teamwork)
Qu Hamilton 8

Personal qualities
Community of caring citizens
Qu Kalispell 14
Self-reliant population
Qu Libby 8
Homogeneous population
Qu Missoula 4
People tired of fighting and emotionally ready to appreciate what we have in common
Qu Missoula 4
Values of citizens
Qu Missoula 4
Montana's people
Qu Red Lodge 13
Strength of people
Qu Red Lodge 7
Ability of Montanans to solve problems
Qu White Sulphur Spring 5
People; heritage
Qu Wolf Point 6
Total votes for Personal qualities : 116

Planning and zoning
Use concern for environment as leverage to get land-use policies in place
Go Flathead Agency 8
Opportunity for good planning
Go Hamilton 7
Total votes for Planning and zoning : 15

Political involvement
Citizen involvement
Go Helena 8
Montana's small population is still very interested in govt
Go Kalispell 6
Willingness to become involved, take action, vote
Go Kalispell 10
Community involvement
Go Malta 6
Greater involvement--voting
Go Plentywood 7
Educate politicians and leaders to people's wishes
Go Shelby 12
Because of strong MT loyalty, we see individual involvement
Go White Sulphur Spring 8
Increased community commitment
Go Wolf Point 8
Speak up in govt--get involved
Go Wolf Point 6
Total votes for Political involvement : 71

Preserve environ
Need for low-cost ways to preserve and improve resources
Na Bozeman 5
Enact ecosystem--natural Montana
Na Hamilton 11
Help environmentalists hold the line
Na Hamilton 12
Prevent environmental degradation
Na Helena 6
Protect environment and cultural resources we already have
Na Kalispell 6
Protect open spaces, clean air, water
Na Livingston 7
Total votes for Preserve environ : 47

Proximity to Canada
Proximity to Canada
Bu Plentywood 9
Total votes for Proximity to Canada : 9

Public land use
Maintain public-input type of management of public lands
Na Glasgow 4
Multiple uses of public land
Na Glasgow 8
Total votes for Public land use : 12

Quality education
Quality education
Ed Bozeman 6
Must take advantage of quality in existing educational systems
Ed Butte 7
Generally better-educated populace
Ed Glasgow 6
Education
Ed Glendive 8
Greatest strength in education and youth
Ed Hamilton 8
Good education system K-college
Ed Havre 9
Take advantage of excellent educational system
Ed Havre 9
Build on strength of education system
Ed Helena 6
Quality educational system
Ed Helena 6
Good education system and quality environment
Ed Kalispell 6

Quality education
- Have a good educational system--need to build on it a bit
  - Ed Kalispell 11
- Excellent education programs
  - Ed Livingston 5
- Strong education system
  - Ed Livingston 5
- Educational system--teach to make wealth, not use wealth
  - Ed Malta 10
- Highest-educated state
  - Ed Malta 6
- Well-educated populace
  - Ed Shelby 7
- Strength and talent of educated youth
  - Ed Sidney 4

Total votes for Quality education : 119

Quality higher education
- Quality rather than quantity in higher ed
  - Ed Billings 4
- University system
  - Ed Butte 4
- Producing, retaining good college students
  - Ed Havre 6
- University system
  - Ed Havre 7

Total votes for Quality higher education : 21

Quality of life
- Montanans truly love their recreation and culture and want to live here
  - Qu Butte 4
- Quality of life
  - Qu Butte 4
- Quality of life in MT is attractive
  - Qu Butte 8
- Quality of life
  - Qu Cut Bank 12
- Quality of life
  - Qu Deer Lodge 9
- Emphasize our rural lifestyle
  - Qu Dillon 7
- Outstanding quality of life--low crime--last best place
  - Qu Dillon 9
- Quality of life
  - Qu Glasgow 13
- Quality of life
  - Qu Hamilton 7
- Willingness to trade higher wages for quality of life
  - Qu Hamilton 6

Quality of life
Good quality of life
Qu Helena 9
Few big-city problems
Qu Kalispell 11
Small population base; ability to cooperate
Qu Kalispell 5
Recreation potential/quality of life/environment
Qu Libby 17
Small population/greater personal effectiveness
Qu Libby 9
Quality of life
Qu Miles City 6
Desirable state to live in
Qu Shelby 10
Low crime rate
Qu Shelby 5
Recreation
Qu Shelby 11
Good climate and lifestyle in Eastern MT
Qu Sidney 6
Quality of life and space
Qu Sidney 16
Total votes for Quality of life : 184

Racial question
Clear up racial off-color question (opportunity of LA riots)
Qu Helena 5
Total votes for Racial question : 5

Ready technology
Ready technology
Bu Helena 5
Total votes for Ready technology : 5

Redistricting
Redistricting is underway as result of census--better for reservations
Go Fort Belknap Agency 4
Total votes for Redistricting : 4

Retain current business
Patronize and maintain existing MT industry and business
Bu Cut Bank 13
Existing business
Bu Libby 11
Utilize and expand existing facilities
Bu White Sulphur Spring 7
Total votes for Retain current business : 31

Rewards for educ excellence
Develop a system of rewards based on academic excellence
Ed Butte 6
Total votes for Rewards for educ excellence : 6

Scientific knowledge
Increasing scientific knowledge should lead to better management
Na Kalispell 10
Total votes for Scientific knowledge : 10

Skilled workers
Skilled, educated workforce
Bu Butte 8
Utilizing the talented workforce that is here
Bu Hamilton 6
Well-educated, willing workforce
Bu Helena 11
Hard-working, well-trained, competent, intelligent people
Bu Libby 12
Highly-educated, skilled workforce with a strong work ethic
Bu Libby 12
Highly-educated and -motivated workforce
Bu Livingston 6
Quality of labor; work ethic
Bu Malta 12
Educated work force/good work ethic
Bu Plentywood 7
Eager, educated, willing workforce that speaks English
Bu Red Lodge 12
Well-educated workforce with a work ethic
Bu Shelby 14
Educated workforce/strong work ethic
Bu Sidney 8
Quality of work force that we have
Bu Sidney 4
Total votes for Skilled workers : 112

Small scale of govt
Small scale; opportunity for leaders of various govt levels to know and trust each other
Go Butte 6
Total votes for Small scale of govt : 6

Small-town development
Redevelopment of small towns
Bu Kalispell 6
Total votes for Small-town development : 6

Solve medical problems

Solve medical problems
Find a way to meet the unmet needs that exist relating to medical issues
He Butte 6
Total votes for Solve medical problems : 6

Sound banks
Sound banking organizations
Bu Hamilton 6
Total votes for Sound banks : 6

Support for education
Tradition of educational support
Ed Great Falls 5
Community involvement and strong overall commitment to education
Ed Kalispell 13
Strong commitment to education
Ed Libby 14
Education must take the lead to build MT
Ed White Sulphur Spring 6
Total votes for Support for education : 38

Talented teachers
Talented pool of teachers
Ed Kalispell 8
Total votes for Talented teachers : 8

Tax reform
Tax reform
Go Bozeman 11
Tax on tourist-based economy
Go Kalispell 10
People are demanding change now (tax structure, workers' comp, welfare)
Go Libby 18
Better tax base
Go Red Lodge 6
Increase taxes on non-residents
Go Shelby 6
Provide reasonable tax structure
Go Shelby 9
Total votes for Tax reform : 60

Tax reform--for business
Establishment of a new tax structure that will encourage small-business development
Go Flathead Agency 6
Give business favorable tax climate
Go Glasgow 6
Total votes for Tax reform--for business : 12

Tax reform--head tax
Taking advantage of scenic beauty of MT by charging head tax
Go Havre 7
Total votes for Tax reform--head tax : 7

Tax reform--no sales
No sales tax
Go Plentywood 11
Total votes for Tax reform--no sales : 11

Tax reform--property
Take care not to reduce property taxes and give large corporations windfall profits
Go Flathead Agency 6
Total votes for Tax reform--property : 6

Tax reform--sales
Sales tax
Go Billings 13
Sales tax--we need it
Go Kalispell 8
Total votes for Tax reform--sales : 21

Telecommunications
Enhanced use of telecommunications
In Glendive 7
Computers, fax, modem have ended Montana's isolation
In Kalispell 7
Technology for telecommunications
In Malta 5
Telecommunications
In Missoula 4
Total votes for Telecommunications : 23

Understand economic reality
Keep minds open to the reality of the economy
Bu Livingston 8
Total votes for Understand economic reality : 8

Upgrade medical infra
Medical infrastructure must be maintained and upgraded to improve access to care
He Butte 5
Total votes for Upgrade medical infra : 5

Use coal taxes
More creative use of coal-tax funds
Go Helena 6

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Use coal taxes
   Use coal tax to reduce burden on business
     Go            Libby                          8
Total votes for Use coal taxes                  : 14

Use of resources
   Capitalize on natural resources--beauty, raw materials
     Na            Big Timber                     9
   Utilize Montana's natural resources
     Na            Billings                       8
   Take advantage of our resources (human and natural)
     Na            Dillon                         10
   Take advantage of our terrific natural environment
     Na            Dillon                         6
   Utilize our natural resources wisely and responsibly
     Na            Dillon                         9
   Develop abundant natural resources
     Na            Glendive                       11
   Responsible development of renewable/non-renewable resources
     Na            Hamilton                       9
   Utilizing natural resource base including people
     Na            Havre                          9
   Use minerals and forests to best advantage
     Na            Kalispell                      7
   Multiple use of resources
     Na            Livingston                     5
   Develop coal reserves
     Na            Plentywood                     8
   Allowing the natural resources to be harvested
     Na            Red Lodge                      7
   Coal and oil development
     Na            Red Lodge                      6
   Promote natural resource development
     Na            Shelby                         8
   Research to find better use of resources
     Na            Sidney                         4
   Take advantage of natural resources, which draw tourists
     Na            White Sulphur Spring           11
Total votes for Use of resources                : 127

Utilize education better
   Educational system needs to be utilized better
     Ed            Great Falls                    5
Total votes for Utilize education better        : 5

Value-added products
   Add value to our raw products
     Bu            Billings                       5
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Value-added products
Adding value to natural resources
Bu Butte 7
We have raw products--add value
Bu Cut Bank 5
Product finishing--nothing leaves Montana a raw product
Bu Dillon 8
Timely to encourage clean value-added industry
Bu Flathead Agency 8
Add value to 75% of the agricultural products before leaving the state
Bu Forsyth 7
Parity prices for raw materials
Bu Glasgow 8
Value added to products prior to export
Bu Hamilton 9
Make use of what we have--value added
Bu Havre 6
Set up industry to refine and use resources, value-added resources
Bu Kalispell 7
Develop value-added industry
Bu Libby 9
Learn to get our price for a given item
Bu Missoula 4
Abundance of products that value can be added to
Bu Roundup 6
Develop value-added products and create value-added industries
Bu Shelby 5
Develop value added to our natural resources
Bu White Sulphur Spring 10
Total votes for Value-added products : 104

Volunteerism
Promote volunteers
Qu White Sulphur Spring 5
Total votes for Volunteerism : 5

Willingness to change
The people's desire to move forward
Qu Glendive 6
Willingness to accept change (restlessness)
Qu Missoula 3
Dare to risk
Qu Plentywood 5
Total votes for Willingness to change : 14

Work ethic
Work ethic, integrity, and friendliness of people
Bu Big Timber 3

Work ethic
Great work ethic
Bu Butte 6
Strength and vision of MT people, good work ethic, care and respect for others
Bu Cut Bank 6
Work ethic
Bu Deer Lodge 10
High work ethics
Bu Glasgow 8
Superior work ethic
Bu Glendive 6
Good work ethics
Bu Havre 7
Work ethic of our people
Bu Havre 14
MT work ethic and people
Bu Helena 8
Work ethic
Bu Helena 6
Value system that encourages work ethic
Bu Kalispell 7
Good work ethic
Bu Malta 12
Pioneering, hard-working people
Bu Miles City 5
Strong work ethic
Bu Shelby 6
Work force with good work ethic
Bu Sidney 9
Total votes for Work ethic : 113

Youth retention
Increase opp/jobs for young educated youths in state
Bu Big Timber 4
The young people, quality and character of the land
Bu Big Timber 4
Keep young people in MT
Bu Cut Bank 5
Retaining youth
Bu Deer Lodge 9
Keep our abundant workforce by retaining and helping our youth
Bu Dillon 9
Keeping our educated youth in MT
Bu Glendive 9
Initiate a CCC work program for young
Bu Great Falls 4
Produce and provide more good-paying jobs to keep our young people in state
Bu Kalispell 7

Youth retention
Our youth
Bu Shelby 14
Keep our graduates
Bu White Sulphur Spring 4
Total votes for Youth retention : 69

Short Response	Sum of Votes
Natural resources	240
Quality of life	184
Use of resources	127
Quality education	119
Personal qualities	116
Work ethic	113
Skilled workers	112
Value-added products	104
Beauty of state	100
Political involvement	71
Youth retention	69
Tax reform	60
Lots of land	53
Clean environ	52
Preserve environ	47
Develop tourism	42
Support for education	38
Human resources	34
Attract business	31
Retain current business	31
Agricultural base	29
Balance industry, environ	25
Last best place	25
More local control	23
Telecommunications	23
Quality higher education	21
Tax reform--sales	21
Better employment	17
Family values	16
Planning and zoning	15
Use coal taxes	14
Willingness to change	14
Big Sky Dividend	13
Good libraries	12
Learn from other states	12
Long-term planning	12
Public land use	12
Tax reform--for business	12
Tax reform--no sales	11
Affordable transportation	10
Scientific knowledge	10
Business decentralization	9
Educational reform	9
Enact wilderness bill	9
Opportunity to lead	9

Short Response	Sum of Votes
Proximity to Canada	9
Change in govt leadership	8
Clean water	8
More media attention	8
More responsive govt	8
Talented teachers	8
Understand economic reality	8
Better Canadian relations	7
College opportunity	7
Cultural diversity	7
Economic development	7
Less govt spending	7
Tax reform--head tax	7
Employable graduates	6
Helpful govt employees	6
Less bureaucracy	6
Rewards for educ excellence	6
Small scale of govt	6
Small-town development	6
Solve medical problems	6
Sound banks	6
Tax reform--property	6
Individual responsibility	5
Less govt	5
Modify education for workplace	5
Racial question	5
Ready technology	5
Upgrade medical infra	5
Utilize education better	5
Volunteerism	5
More leadership	4
Redistricting	4
Disaster recognition	3
Fewer outside interests	3

Anti-taxation mindset
   Anti-taxation mindset
     Go Kalispell 7
Total votes for Anti-taxation mindset : 7

Attitude of service industry
   Bad attitude of service industry ("rip off tourists")
     Bu Butte 3
Total votes for Attitude of service industry : 3

Bias against disability
   Ignorance and bias against disabilities, poverty, taboo conditions
     He Kalispell 9
Total votes for Bias against disability : 9

Bias against reservations
   Unwillingness to accept reservations and different problems they face
     Go Fort Belknap Agency 4
Total votes for Bias against reservations : 4

Biased news media
   Biased news media reluctant to explore issues entirely
     Go Kalispell 5
Total votes for Biased news media : 5

Budget deficit
   Budget deficit
     Go Malta 12
   Inability to balance revenue generation with spending
     Go Red Lodge 10
   Deficit spending of state legislature
     Go Shelby 7
   Budgeting problems created by govt programs vs. lower tax base
     Go Sidney 7
   Too much govt waste and debt
     Go Wolf Point 5
Total votes for Budget deficit : 41

Concentration of land
   Monopolizing farm/ranch land (individuals, corps, etc)
     Na Dillon 6
Total votes for Concentration of land : 6

Dependency on govt
   Dependency on govt to bail us out
     Go Livingston 8
Total votes for Dependency on govt : 8

E/W infra imbalance
Cost of maintaining infrastructure and unequal population draws money away from East MT

In	Glasgow	6

Total votes for E/W infra imbalance : 6

Education and training
Education and training

Ed	Billings	9

Total votes for Education and training : 9

Emphasis on growth

Overpaced development and get-rich-quick attitude		
Bu	Big Timber	5
Mindset that growth is good or necessary		
Bu	Bozeman	4
Placing economic values ahead of environmental values		
Bu	Hamilton	7
Economic development regardless of cost		
Bu	Helena	5
Allowing MT open spaces and environ quality to be trashed by unplanned development		
Bu	Kalispell	7

Total votes for Emphasis on growth : 28

Environ overprotected

Locking up natural resources		
Na	Kalispell	7
Endangered Species Act and other environ regulations		
Na	Malta	14
Laws that lock up our natural resources		
Na	Red Lodge	6

Total votes for Environ overprotected : 27

Environ unappreciated

Lack of appreciation of clean environment		
Na	Glendive	6

Total votes for Environ unappreciated : 6

Environ underprotected

Inadequate protection of wild lands		
Na	Hamilton	5
Tendency to give away our natural resources		
Na	Hamilton	5
Destruction of our natural resources for the benefit of very few		
Na	Livingston	5
Lack of strong environmental policy		
Na	Livingston	6

Total votes for Environ underprotected : 21

Environmental extremists
Environmental extremists
Na Deer Lodge 14
We must control environmentalists
Na Dillon 4
Threat of environmentalists
Na Hamilton 5
Radical environmental movement
Na Libby 9
Hard-core environmentalists will not give an inch
Na Livingston 4
Environmentalists/animal-rights activists/outside state influences
Na Shelby 22
Total votes for Environmental extremists : 58

Federal interference
Too much environmental control by federal regulation that restricts economy
Go Cut Bank 7
Lack of control over federal lands
Go Libby 7
Fed/state too much govt interference
Go Malta 5
Federal regulations not geared to Western states
Go Shelby 7
Federal government
Go White Sulphur Spring 7
Total votes for Federal interference : 33

Govt anti-business attitude
Anti-business attitude of state govt
Go Billings 6
Anti-growth attitudes
Go Kalispell 7
Total votes for Govt anti-business attitude : 13

Govt out of touch
State govt too detached from day-to-day reality
Go Big Timber 4
Total votes for Govt out of touch : 4

Govt too big
Public sector growing bigger than private sector
Go Butte 6
Keep govt under control
Go Dillon 7
Big govt with environmental agenda that adversely affects the economy
Go Glasgow 7
Excessive govt growth, irresponsibility, disorganization
Go Hamilton 15

```
Govt too big
   Too many counties, school districts
     Go           Hamilton                    9
Total votes for Govt too big                : 44

High insurance rates
   Insurance rates too high
     Go           Plentywood                  11
Total votes for High insurance rates        : 11

Ignorance about drugs
   Ignorance about drug problem in schools
     He           Kalispell                   8
Total votes for Ignorance about drugs       : 8

Industry/environ conflict
   Pressure to exchange natural resources for jobs
     Na           Big Timber                  6
   Antagonistic views of industry and environmental activists
     Na           Butte                       6
   Typical Western mentality of resource stewardship
     Na           Great Falls                 3
   Inability to survive economically short-term without overexploiting resources
     Na           Kalispell                   7
   Struggle between business and environmentalists--we do not want to be a dump
   station for wastes
     Na           White Sulphur Spring        7
   Tempted to accept polluting industries for the sake of jobs
     Na           White Sulphur Spring        6
Total votes for Industry/environ conflict   : 35

Ineffective education
   MT needs to increase effectiveness of basic education
     Ed           Butte                       4
   Absence of strong educational system
     Ed           Helena                      4
   Erosion of education
     Ed           Plentywood                  8
   Cumbersome university system
     Ed           Sidney                      3
   Inefficient education and govt systems
     Ed           Sidney                      4
Total votes for Ineffective education       : 23

Intergovernmental relations
   Poor working relationships between tribal, state, local govts
     Go           Wolf Point                  11
Total votes for Intergovernmental relations : 11
```

Lack of action/change
Deliberate, deliberate and don't do
Go Big Timber 5
Inability of govt to perform and create change
Go Billings 8
Failure to implement planning processes
Go Forsyth 5
Non-productive government
Go Havre 10
Governmental gridlock in many areas
Go Malta 10
Govt officials worrying more about their jobs than economic issues
Go Wolf Point 4
Total votes for Lack of action/change : 42

Lack of annual legislature
Annual legislative sessions--shorter duration
Go Plentywood 6
Total votes for Lack of annual legislature : 6

Lack of birth control
Lack of birth control
He Hamilton 12
Total votes for Lack of birth control : 12

Lack of capital
Lack of capital
Bu Cut Bank 6
Lack of money
Bu Dillon 6
Need capital to develop natural resources
Bu Glendive 12
Long-term money shortages--low capital
Bu Helena 7
Need investment capital
Bu Plentywood 6
Total votes for Lack of capital : 37

Lack of employment
Lack of employment opportunity
Bu Glendive 5
Immediate demand for jobs
Bu Great Falls 5
Loss of jobs in natural resources industry resulting in loss of tax base
Bu Hamilton 7
Total votes for Lack of employment : 17

Lack of entreprenurial support

Lack of entreprenurial support
  Lack of funding for new enterprise
    Bu Cut Bank 8
  Unavailability of credit for entrepreneurs
    Bu White Sulphur Spring 5
Total votes for Lack of entreprenurial support: 13

Lack of govt leadership
  Lack of quality leadership and apathetic people
    Go Big Timber 5
  Lack of leadership--action from the top
    Go Bozeman 10
  More strength needed in decision-making and follow-through
    Go Flathead Agency 7
  Lack of direction
    Go Glasgow 5
  Lack of leadership in state and local govt; bickering
    Go Great Falls 5
  Lack of strong, effective state govt leadership
    Go Shelby 6
Total votes for Lack of govt leadership : 38

Lack of health funding
  Lack of $ for medical
    He Fort Belknap Agency 4
Total votes for Lack of health funding : 4

Lack of liability limits
  No limits on liability, hospital costs
    Go Libby 8
  Need liability limits
    Go Plentywood 14
Total votes for Lack of liability limits : 22

Lack of planning
  Lack of priorities and plans
    Go Glasgow 8
  No vision
    Go Glasgow 5
  Lack of land-use planning, timber, water, minerals, infra, housing
    Go Hamilton 16
  Reacting instead of proacting
    Go Hamilton 5
  Inadequate planning
    Go Kalispell 11
  Publicly accepted land use rules for land and resource development
    Go Libby 10
  Lack of land-use planning vision
    Go Livingston 6

```
Lack of planning
   Lack of prezoning and planning
     Go            Livingston                  8
   Govt is reacting, not managing
     Go            Miles City                  5
   Current unconstrained subdivision development--private land
     Go            Red Lodge                   6
Total votes for Lack of planning               : 80

Lack of professional govt
   Lack of professional management of govt in state
     Go            Hamilton                    10
Total votes for Lack of professional govt      : 10

Lack of public transit
   Lack of public transportation
     In            Glendive                    7
   Need for transportation system (to/from parks)
     In            Livingston                  5
Total votes for Lack of public transit         : 12

Lack of regional tourism
   Must develop regional tour packages/cooperation
     Bu            Wolf Point                  4
Total votes for Lack of regional tourism       : 4

Lack of value added
   Not enough value-added business
     Bu            Billings                    7
   People do not understand that value-added depends on access to resources
     Bu            Butte                       6
   Outside companies take resources and leave state
     Bu            Livingston                  4
Total votes for Lack of value added            : 17

Land too cheap
   Selling land too cheaply
     Na            White Sulphur Spring        5
Total votes for Land too cheap                 : 5

Loss of Representative
   Loss of U.S. Representative
     Go            Miles City                  5
Total votes for Loss of Representative         : 5

Low priority of education
   Attitude that educational investment is not important
     Ed            Butte                       5
```

Low priority of education
  Apathy towards education and failure to support it
    Ed Kalispell 6
  Education is viewed as cost, not benefit
    Ed Kalispell 7
  Educational issues--local funding cuts, no control
    Ed Sidney 3
Total votes for Low priority of education : 21

Low return of agriculture
  Low financial return on agricultural production
    Bu Wolf Point 7
Total votes for Low return of agriculture : 7

Negative image
  Absence of positive image
    Qu Billings 4
  We don't promote MT enough
    Qu Hamilton 5
  Have opportunity to communicate a good image
    Qu Libby 12
  National perception of MT
    Qu Libby 7
Total votes for Negative image : 28

No support for arts
  Lack of financial support/appreciation of the arts
    Qu Livingston 4
Total votes for No support for arts : 4

No weed control
  Loss of noxious weed control statewide
    Na Red Lodge 5
Total votes for No weed control : 5

Out-migration of youth
  Lack of job opportunity for young people that causes them to leave the state
    Bu Butte 7
  Out-migration of youth, workers
    Bu Butte 6
  Due to lack of jobs, college graduates are leaving the state
    Bu Hamilton 7
  Exportation of youth
    Bu Havre 8
  Exporting highest investment product: educated young people
    Bu Missoula 6
  Lack of jobs for youth
    Bu Shelby 7

Out-migration of youth
Out-migration of educated youth
Bu White Sulphur Spring 6
Total votes for Out-migration of youth : 47

Out-of-state interests
Interference from out-of-state and environmental interests, and pressure groups
Go Dillon 7
Out-of-state ownership of ag lands, service industries, manufacturing industries
Go Dillon 10
MT future being decided by out-of-staters
Go Glasgow 6
Out-of-state obstructionists
Go Libby 9
Preservationists outside influence what is happening in the state
Go Libby 12
Outside interests taking advantage of natural resources
Go Missoula 4
Regulation by out-of-state interests (EPA)
Go Plentywood 9
Outside forces want MT to remain last best place; environmental concerns
Go Roundup 8
Out-of-state ownership
Go Shelby 8
Vulnerability to outside influences/interests
Go Shelby 12
Total votes for Out-of-state interests : 85

Overemphasis on tourism
Placing all eggs in one basket (tourism)--diversification is essential
Bu Flathead Agency 5
State not become tourists' playground while locals suffer
Bu Kalispell 8
Total votes for Overemphasis on tourism : 13

Polarization/partisanship
Dichotomies (East/West, Bus/Environ, Rep/Dem, Labor/Mgt)
Go Billings 7
Polarization on issues
Go Bozeman 6
Extremist viewpoints/political polarization
Go Butte 6
Oppositions and divisions (playground vs. workplace, East vs. West...)
Go Butte 9
Terribly polarized political system
Go Butte 4

Polarization/partisanship

Lack of unification of legislature		
Go	Cut Bank	6
Non-cooperation of people		
Go	Cut Bank	10
State too divided by politics		
Go	Cut Bank	7
Polarization and adversity		
Go	Dillon	6
Inability of parties to work together		
Go	Glasgow	4
Lack of party cooperation in legislature		
Go	Glendive	7
Preservationists vs. conservationists		
Go	Glendive	6
Govt departments not functioning as a team		
Go	Great Falls	5
Partisan politics deadlocking reforms		
Go	Great Falls	7
Good-old-boy established partisan politics		
Go	Hamilton	9
Lack of compromise		
Go	Hamilton	8
Lack of public/private cooperation		
Go	Helena	4
Partisanship, special interests, civil war, divisiveness, political paralysis		
Go	Helena	8
Political infighting		
Go	Helena	4
Public institutions for solving problems rather than fighting		
Go	Helena	8
Lack of understanding and agreement		
Go	Kalispell	6
Polarization of issues; politicization		
Go	Libby	7
Overcome basic politics (party lines)		
Go	Malta	9
People not working together for common goal or vision		
Go	Missoula	7
Willingness to collaborate or compromise lacking		
Go	Missoula	5
Polarization in environmental, tax, and government confrontations		
Go	Roundup	9
Too much partisan politics		
Go	Shelby	13

Total votes for Polarization/partisanship : 187

Political apathy

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Political apathy
  Public apathy
    Go Bozeman 7
  Apathy
    Go Butte 5
  Get people involved
    Go Dillon 6
  Apathy--not enough cooperation and participation
    Go Flathead Agency 5
  Apathy
    Go Forsyth 5
  Lack of understanding; apathy
    Go Glasgow 6
  Complacency--public to lawmakers
    Go Havre 5
  Lack of citizen involvement/apathy and ignorance
    Go Kalispell 11
  Not enough people willing to get involved
    Go Miles City 6
  Lack of community involvement in govt
    Go Red Lodge 8
  Apathy and negativism
    Go White Sulphur Spring 5
  Negativism; apathy
    Go Wolf Point 4
Total votes for Political apathy : 73

Poor business climate
  Hostile environment to small businesses--taxes, environmentalists
    Bu Big Timber 5
  Not competitive as a state to do business (educ, work comp, taxes)
    Bu Billings 8
  Govt intervention and unattractive business climate
    Bu Cut Bank 9
  Anti-business climate
    Bu Havre 9
  Poor business climate due to govt regulation and restriction
    Bu Libby 9
  Anti-business climate
    Bu Livingston 4
  Unfriendly business climate
    Bu Livingston 5
  Not conducive to business--tax structure, workers' comp
    Bu Sidney 7
  Unfavorable business climate
    Bu Sidney 8
Total votes for Poor business climate : 64

Poor infra

Poor infra
Poor and inadequate infrastructure
In Big Timber 5
Old infrastructure
In Havre 7
Infrastructure deterioration
In Red Lodge 4
Inadequate infrastructure
In Sidney 9
Total votes for Poor infra : 25

Poor tax structure
Tax system and insurance system discouraging
Go Big Timber 5
Overtaxation
Go Cut Bank 11
Taxation needs reform
Go Cut Bank 8
Taxes
Go Cut Bank 7
Unstable tax structure
Go Cut Bank 7
Excessive taxation; workers' comp
Go Deer Lodge 12
High taxes
Go Glendive 8
Tax structure
Go Glendive 4
Instability of tax system
Go Great Falls 4
Inadequate tax structure
Go Hamilton 6
Too high property/income taxes
Go Hamilton 7
Lack of agreed-upon tax system
Go Havre 11
Poor tax implementation
Go Havre 9
Taxation policies
Go Havre 7
Reluctance to update tax structure
Go Helena 7
Tax structure, diminishing tax base
Go Helena 5
Failure to resolve problems with tax structure causing lack of funds
Go Kalispell 8
Inflexible revenue structure (tax sources)
Go Kalispell 7

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Poor tax structure
   Tax system/inability of legislature to do realistic tax planning
     Go            Kalispell                    9
   Oppressive tax structure
     Go            Libby                        12
   Tax structure
     Go            Malta                        8
   Tax system
     Go            Malta                        6
   Tax structure
     Go            Missoula                     8
   Taxation pushing people and business out
     Go            Plentywood                   10
   Taxes that are competitive w/ other states
     Go            Plentywood                   9
   Cap taxes and control spending--too much taxation
     Go            Red Lodge                    9
   Disastrous tax structure, work comp, personal property and income tax, etc.
     Go            Shelby                       17
   Reduce and change tax structure
     Go            Shelby                       20
   Tax structure
     Go            Shelby                       9
   Tax structure
     Go            Sidney                       12
   Excessive taxation
     Go            Wolf Point                   4
Total votes for Poor tax structure           : 266

Poor tax structure--business
   Property taxes on business
     Go            Billings                     7
   Anti-business tax structure
     Go            Cut Bank                     5
   Overtaxed business owners
     Go            Havre                        5
   Anti-business tax structure
     Go            Libby                        8
   Taxes--unfriendly to business
     Go            White Sulphur Spring         8
Total votes for Poor tax structure--business  : 33

Poor tax structure--property
   Dependence on property tax--present tax structure
     Go            Red Lodge                    6
Total votes for Poor tax structure--property  : 6

Poor tax structure--sales
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Poor tax structure--sales
   Lack of understanding of need for sales tax
     Go          Billings                    7
Total votes for Poor tax structure--sales     : 7

Poor telecommunications
   19th-century telecommunications
     In          Glasgow                    10
   Lack of communications, coordination
     In          Miles City                  5
Total votes for Poor telecommunications       : 15

Poor transportation
   Poor, costly transportation system
     In          Havre                      13
   Vast distances for shipping and limited transportation
     Bu          Kalispell                   8
Total votes for Poor transportation           : 21

Poverty
   Growing poverty of young
     Qu          Bozeman                     7
Total votes for Poverty                       : 7

Prejudice
   Prejudice/misunderstanding of minorities
     Qu          Fort Belknap Agency         4
Total votes for Prejudice                     : 4

Provincial attitude
   A territorial, provincial attitude toward issues
     Qu          Bozeman                     4
   Rural Montanans' perception of threat to identity/existence
     Qu          Butte                       4
   Inability of MT to look beyond MT
     Qu          Hamilton                    5
   Fear of outsiders
     Qu          Havre                       8
   Attitude
     Qu          Plentywood                  8
   Resistance of natives to outsiders and threats of environmentalists
     Qu          Shelby                      6
Total votes for Provincial attitude           : 35

Railroad system
   Burlington Northern monopoly killing transportation of people and goods
     In          Glasgow                     8
   Funding railroads
     In          Glendive                    4
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Railroad system
Need to invest in state's rail system
In Glendive 5
Total votes for Railroad system : 17

Resistance to change
Apathy to change
Qu Butte 3
Fear of innovation by comparing our approaches to other states w/ dissimilar problems
Qu Butte 3
Hanging together to stop change--"If I go, you may be next"
Qu Butte 6
Montanans' resistance to change
Qu Butte 4
Reluctance to change
Qu Dillon 7
Fighting change--afraid of change
Qu Hamilton 7
Resistance to change
Qu Hamilton 6
Resistance to change
Qu Helena 6
Always has been that way, therefore always will be (attitude)
Qu Kalispell 7
Fear of change; feudalism
Qu Libby 15
Reluctance to accept change
Qu Livingston 5
Resistance to change
Qu Malta 6
Unwillingness to change
Qu Malta 6
Resistance to change; negative attitude
Qu Miles City 5
Inability to accept change
Qu Missoula 3
Lack of vision/resistance to change
Qu Red Lodge 4
Unwillingness to compromise and change
Qu Red Lodge 6
Mindset of people
Qu Sidney 4
Reluctance to change
Qu White Sulphur Spring 6
Total votes for Resistance to change : 109

Rural law enforcement

Rural law enforcement
Rural area law enforcement
Go Cut Bank 5
Total votes for Rural law enforcement : 5

Seasonal employment
Seasonal occupations
Bu Great Falls 5
Total votes for Seasonal employment : 5

Short-term outlook
People with short vision
Go Cut Bank 8
Too much focus on short term as opposed to long-term profitability and sustainability
Go Flathead Agency 10
Environmental short-sightedness of public and govt
Go Great Falls 5
Greed in business and govt
Go Great Falls 3
Desire for quick fixes--short-term thinking
Go Hamilton 11
Lack of long-term planning
Go Hamilton 10
Leaders without vision of future
Go Havre 10
Preference for short-term solutions over long-term strategies
Go Helena 6
Short-term solutions, 7th generation, reliance on traditional solutions, unplanned growth
Go Helena 13
Current needs take precedence over long-range planning
Go Libby 11
Short-sightedness--no long vision
Go Malta 8
No long-term view
Go Sidney 3
Use of revenues for quick fixes by state govt
Go Sidney 5
Short-sighted economic views
Go White Sulphur Spring 11
Total votes for Short-term outlook : 114

Small towns hurting
Small and medium towns in trouble
Qu Havre 7
Total votes for Small towns hurting : 7

Sparse population

Sparse population
  Sparse population
    Qu Havre 7
  Remoteness
    Qu Helena 6
  Size of state; distances
    Qu Kalispell 5
  Isolation of area
    Qu Plentywood 8
  Population decrease
    Qu Plentywood 9
Total votes for Sparse population : 35

Special interests
  Special interests that seek to eliminate business and industry
    Go Cut Bank 6
  Special interest groups uninterested in listening and cooperation
    Go Glasgow 7
  Dilute power of self-serving self-interest groups
    Go Kalispell 5
  Short-sightedness and greed by special-interest groups
    Go Red Lodge 4
  Radical interest groups
    Go White Sulphur Spring 8
Total votes for Special interests : 30

Tenure system
  School system based on tenure rather than merit
    Ed Cut Bank 6
Total votes for Tenure system : 6

Too many dropouts
  Too many dropouts and pregnancies
    Ed Kalispell 8
Total votes for Too many dropouts : 8

Too much bureaucracy
  Excessive bureaucracy
    Go Deer Lodge 10
  No coordination in state govt
    Go Helena 7
  Size of bureaucracy
    Go Helena 10
  Federal and state bureaucracy
    Go Malta 12
  Too much bureaucracy
    Go Plentywood 9
  Too many bureaucrats and too much bureaucracy
    Go Shelby 12

Too much bureaucracy
Total votes for Too much bureaucracy : 60

Too much govt spending
Overburdened small population with big govt spending
Go Big Timber 6
Govt overspending
Go Plentywood 6
Control govt spending
Go Red Lodge 5
Govt spending and dishonesty among elected officials
Go White Sulphur Spring 9
Total votes for Too much govt spending : 26

Too much regulation
Too many complicated regulations
Go Big Timber 5
Slow, cumbersome permitting process
Go Butte 5
Excessive state regulation and taxation
Go Glasgow 8
Regulatory burden and red tape
Go Malta 6
All govt red tape, make-work regulations
Go Shelby 17
Complicated regulations for recreationists
Go Shelby 10
Federal and state regulation of business and health-care facilities
Go White Sulphur Spring 7
High regulatory costs
Go White Sulphur Spring 7
Total votes for Too much regulation : 65

Uncoordinated curricula
Coordinate university curriculum between schools
Ed Hamilton 8
Total votes for Uncoordinated curricula : 8

Unfunded mandates
Unfunded federal regulations and state regulations
Go Butte 4
Total votes for Unfunded mandates : 4

Voter attitudes
Attitudes of voter not on education and future
Ed Kalispell 13
Voters taking out frustrations on education
Ed Kalispell 9
Total votes for Voter attitudes : 22

Weak legislature
The legislature is weak
Go Butte 4
Total votes for Weak legislature : 4

Welfare system
We must reform/revamp the welfare system to make it better serve its intended purpose
Go Butte 5
Welfare and their guidelines
Go Roundup 7
Total votes for Welfare system : 12

Workers' Comp structure
Crippling workers' comp
Go Billings 9
Workers' Comp mess--need to clean house
Go Bozeman 5
Workers' Comp fund/tax system/state govt
Go Butte 12
Workers' Compensation rates
Go Forsyth 7
Workers' Comp system
Go Havre 6
Workers' Compensation rates
Go Libby 9
Workers' Compensation fraud
Go Malta 7
Workers' Compensation problem
Go Miles City 8
Workers' Comp
Go Plentywood 11
Workers' Comp situation
Go Plentywood 7
Workers' Compensation escalation
Go Red Lodge 4
Present Workers' Comp is detrimental to future growth
Go Shelby 13
Workers' Comp situation/problem
Go Shelby 6
State comp, health-care, and court-system reform
Go White Sulphur Spring 7
Workers' Comp abuses
Go White Sulphur Spring 11
Total votes for Workers' Comp structure : 122

Short Response	Sum of Votes
Poor tax structure	266
Polarization/partisanship	187
Workers' Comp structure	122
Short-term outlook	114
Resistance to change	109
Out-of-state interests	85
Lack of planning	80
Political apathy	73
Too much regulation	65
Poor business climate	64
Too much bureaucracy	60
Environmental extremists	58
Out-migration of youth	47
Govt too big	44
Lack of action/change	42
Budget deficit	41
Lack of govt leadership	38
Lack of capital	37
Industry/environ conflict	35
Provincial attitude	35
Sparse population	35
Federal interference	33
Poor tax structure--business	33
Special interests	30
Emphasis on growth	28
Negative image	28
Environ overprotected	27
Too much govt spending	26
Poor infra	25
Ineffective education	23
Lack of liability limits	22
Voter attitudes	22
Environ underprotected	21
Low priority of education	21
Poor transportation	21
Lack of employment	17
Lack of value added	17
Railroad system	17
Poor telecommunications	15
Govt anti-business attitude	13
Lack of entreprenurial support	13
Overemphasis on tourism	13
Lack of birth control	12
Lack of public transit	12
Welfare system	12

Short Response	Sum of Votes
High insurance rates	11
Intergovernmental relations	11
Lack of professional govt	10
Bias against disability	9
Education and training	9
Dependency on govt	8
Ignorance about drugs	8
Too many dropouts	8
Uncoordinated curricula	8
Anti-taxation mindset	7
Low return of agriculture	7
Poor tax structure--sales	7
Poverty	7
Small towns hurting	7
Concentration of land	6
E/W infra imbalance	6
Environ unappreciated	6
Lack of annual legislature	6
Poor tax structure--property	6
Tenure system	6
Biased news media	5
Land too cheap	5
Loss of Representative	5
No weed control	5
Rural law enforcement	5
Seasonal employment	5
Bias against reservations	4
Govt out of touch	4
Lack of health funding	4
Lack of regional tourism	4
No support for arts	4
Prejudice	4
Unfunded mandates	4
Weak legislature	4
Attitude of service industry	3

APPENDIX

V. RANDOM-SAMPLE TELEPHONE SURVEY

Hello, my name is _____ and I am calling from Kalispell for the Governor's Council for Montana's Future. Have I reached a residential number? [IF NOT, APOLOGIZE AND HANG UP] Your household has been randomly selected for this survey by a computer. I'd like to speak to the _ (male/female) of the house if (he/she) is available. [IF NOT, APOLOGIZE AND HANG UP]

(As I said,) I am calling for the Governor's Council for Montana's Future, which is a non-partisan committee concerned with identifying citizen goals for Montana's future development. This committee is concerned with long-term programs and policies and is not in any way associated with the current special session of the Montana legislature.

The questions I need to ask should take about 20 minutes, and I want to assure you that your answers will remain anonymous. I will be asking you some questions regarding your opinions about life in Montana today, as well as some questions about what the state should be like in the 21st century, including questions about business development, natural resources, education, and some other issues. I will not be asking you partisan political questions.

First, I have some questions about life in Montana today.

1. On a 1 to 5 scale where 1 represents poor and 5 excellent, how would you rate the overall quality of your life in Montana at the present time?
   ____ (1-5) ____ 9-Und ____ 0-NR

2. As of today, and in an overall sense, do you think that Montana as a state is headed in the right direction or the wrong direction?
   ____ 1-Right ____ 2-Wrong ____ 9-Und ____ 0-NR

3. Montana's current population is about 800,000. Do you think that this is too few, about the right amount, or too many people to be living in the state?
   ____ 1-Few ____ 2-Right ____ 3-Many ____ 9-Und ____ 0-NR

4. At the present time, what do you feel are the three greatest problems facing Montana?
   _____ 1
   _____ 2
   _____ 3
   ____ 9-Und ____ 0-NR

5. In general terms, would you tend to support or oppose efforts by the state government to offer tax incentives to encourage out-of-state businesses to relocate to Montana?
   ____ 1-Supp ____ 2-Opp ____ 9-Und ____ 0-NR

6. In general terms, would you tend to support or oppose efforts by the state government to offer tax incentives to promote startup and expansion of businesses in Montana?
   ____ 1-Supp ____ 2-Opp ____ 9-Und ____ 0-NR

Next, I have some questions about your thoughts concerning Montana's future:

7. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following future goals for economic policy: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

   ____ growth in jobs and income (remember, 1 is not at all important and 5 is very important)
   ____ preservation of the environment and a traditional way of life
   ____ stabilization and diversification of the economy
   ____ balance between job growth and environmental preservation

8. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of future business-climate improvements: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ improved access to financial capital for businesses
____ investment in infrastructure, including water, sewers, and roads
____ reduction of Workers' Compensation costs
____ reduction of business taxes
____ reduction and simplification of business regulations
____ more state government programs that promote business and industry

Now I would like to know which items you think are immediate urgencies that require action within two years or less.

[RE-READ EACH ITEM RATED "5" AS FOLLOWS]
Do you think _____ is an immediate urgency?

[IF SO, CIRCLE THE "5" ABOVE]

9. As Montana prepares for the future, should the following entities play a major role in the state's overall development?

	1-Yes	2-No	9-Und	0-NR
The federal government	___	___	___	___
The state government	___	___	___	___
Local governments	___	___	___	___
The private sector	___	___	___	___
Public-private partnerships	___	___	___	___

10. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of future state and local government policies: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ reducing state and local government spending
____ reforming taxes
____ reducing government bureaucracy and regulation
____ reducing political partisanship and polarization
____ improving land-use planning and zoning

Now I would like to know which items you think are immediate urgencies that require action within two years or less.

[RE-READ EACH ITEM RATED "5" AS FOLLOWS]
Do you think _____ is an immediate urgency?

[IF SO, CIRCLE THE "5" ABOVE]

11. Assuming the state government has a fixed budget, which of the following programs would you like to increase funding in, which would you like to keep about the same, and which would you like to decrease funding in? Keep in mind that an increase in one area requires a decrease somewhere else.

1-Inc	2-Sam	3-Dec	9-Und	0-NR	
____	____	____	____	____	helping people inside the state to start and expand businesses
____	____	____	____	____	attracting new business and industry from outside the state
____	____	____	____	____	education
____	____	____	____	____	health care and social services
____	____	____	____	____	infrastructure investment
____	____	____	____	____	natural-resource management and environmental preservation

12. In which of the following program areas would you accept a state tax increase to provide more program funding? [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

1-Yes	2-No	Type	
____	____	____	helping people inside the state to start and expand businesses
____	____	____	attracting new business and industry from outside the state
____	____	____	education
____	____	____	health care and social services
____	____	____	infrastructure investment
____	____	____	natural-resource management and environmental preservation

Now I would like to know what type of state tax you would raise to fund these programs. Please give only one answer.

[RE-READ EACH ITEM ANSWERED "YES" AS FOLLOWS]
What type of tax would you raise to increase funding for _____?

[CATEGORIZE THE ANSWER AS CLOSELY AS POSSIBLE, AND ENTER ONE OF THE FOLLOWING NUMBERS IN THE "TYPE" COLUMN, BUT DO NOT OFFER THESE AS CHOICES:]

1-individual income tax
2-property tax
3-excise tax (gasoline, liquor, etc.)
4-sales tax
5-business tax
6-other taxes
9-undecided
0-NR

13. How important is it to you for Montana's economy to be stronger in 20 years than it is now--not at all important, somewhat important, or very important?

____ 1-Not ____ 2-Some ____ 3-Very ____ 9-Und ____ 0-NR

14. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the importance of the following industries to Montana's economic future: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ tourism
____ lumber and wood products
____ manufacturing, not including lumber and wood products
____ services
____ retail and wholesale operations
____ financial services
____ farming and mining
____ telecommunications and transportation
____ high-tech operations
____ export operations

Next, I am going to ask you some questions about specific issues regarding Montana's future.

15. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of assisting, promoting, and attracting industry: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ developing and promoting more value-added products and industries
____ recruiting new businesses and industries from outside Montana
____ promoting and developing new and expanding businesses from inside Montana
____ promoting and developing more tourism

Now I would like to know which items you think are immediate urgencies that require action within two years or less.

[RE-READ EACH ITEM RATED "5" AS FOLLOWS]
Do you think _____ is an immediate urgency?

[IF SO, CIRCLE THE "5" ABOVE]

16. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of educational improvements for the future: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ improving the quality of education
____ lowering the cost of education
____ improving equity in educational opportunities
____ producing a well-educated labor force
____ increasing innovative educational programs in schools, colleges, and universities

Now I would like to know which items you think are immediate urgencies that require action within two years or less.

[RE-READ EACH ITEM RATED "5" AS FOLLOWS]
Do you think _____ is an immediate urgency?

[IF SO, CIRCLE THE "5" ABOVE]

17. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of health care and social services for the future: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ reducing the cost of welfare programs
____ reforming the welfare system to improve service and move people into the job market
____ making health care more accessible and affordable
____ establishing universal health insurance

Now I would like to know which items you think are immediate urgencies that require action within two years or less.

[RE-READ EACH ITEM RATED "5" AS FOLLOWS]
Do you think _____ is an immediate urgency?

[IF SO, CIRCLE THE "5" ABOVE]

18. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of infrastructure for the future: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ Improving the road system
____ improving the rail system
____ improving the sewer and water systems
____ improving existing airports and building new airports
____ improving the telecommunications network
____ developing a coordinated policy to create a north-south Rocky Mountain Trade Corridor

Now I would like to know which items you think are immediate urgencies that require action within two years or less.

[RE-READ EACH ITEM RATED "5" AS FOLLOWS]
Do you think _____ is an immediate urgency?

[IF SO, CIRCLE THE "5" ABOVE]

19. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of natural-resource usage and policy for the future: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

____ striking a balance between industry and environmental preservation
____ increasing the utilization of Montana's natural resources
____ promoting environmental protection as our major priority
____ reducing the influence of out-of-state forces that affect natural-resource usage and policy

Now I would like to know which items you think are immediate urgencies that require action within two years or less.

[RE-READ EACH ITEM RATED "5" AS FOLLOWS]
Do you think _____ is an immediate urgency?

[IF SO, CIRCLE THE "5" ABOVE]

20. If things continue as they are, do you expect that the quality of life in Montana will improve, stay the same, or decline in the next 20 years?
____ 1-Impr ____ 2-Same ____ 3-Decl ____ 9-Und ____ 0-NR

I have just a few more questions for you. These next four questions are about performance. Please listen carefully to the statistics.

21. During the 1980s, Montana's employment grew by 9 percent, about half the growth rate for the U.S. as a whole. During the next 20 years, which of the following three choices would you prefer: 1) Montana's jobs continue to grow half as fast as the U.S. rate; 2) Montana's jobs grow at a rate equal to the U.S. rate; or 3) Montana's jobs grow faster than the U.S. rate?
____ 1-Half ____ 2-Equal ____ 3-Faster ____ 9-Und ____ 0-NR

22. In 1990, per-capita income in Montana was 80 percent of the U.S. per-capita income. During the next 20 years, which of the following three choices would you prefer: 1) Montana's per-capita income stays at 80 percent of the U.S. average; 2) Montana's per-capita income becomes equal to the U.S. average; or 3) Montana's per-capita income rises above the U.S. average?
____ 1-80% ____ 2-Equal ____ 3-Higher ____ 9-Und ____ 0-NR

23. In 1988, Montana had a high-school graduation rate 22 percent higher than the U.S. as a whole. During the next 20 years, which of the following three choices would you prefer: 1) Montana's graduation rate decreases to the U.S. rate; 2) Montana's graduation rate remains 22 percent above the U.S. rate; or 3) Montana's graduation rate increases even more above the U.S. rate?
____ 1-Decr ____ 2-Same ____ 3-Higher ____ 9-Und ____ 0-NR

24. In 1991, 90 percent of Montana's stream miles met state water-quality standards. During the next 20 years, which of the following three choices would you prefer: 1) Montana's water-quality standards are lowered or made more flexible; 2) Montana's water-quality standards and performance remain the same; or 3) Montana's water quality performance improves above 90 percent?
____ 1-Lower ____ 2-Same ____ 3-Higher ____ 9-Und ____ 0-NR

Finally, I have a few questions for statistical purposes only.

25. How many years have you lived in Montana?
____ (#) ____ 0-NR/Don't know

26. What is the highest level of education you have completed? [ENTER 12 FOR HIGH SCHOOL, 16 FOR BACHELOR'S DEGREE, 18 FOR MASTER'S, 20 FOR DOCTORATE]
____ (#) ____ 0-NR/Don't know

27. What was your approximate household income before taxes in 1991?
____ 1-Under $20,000
____ 2-$20,000-40,000
____ 3-$40,000-60,000
____ 4-Over $60,000
____ 9-Don't know
____ 0-NR

Thank you very much for your time and your participation in this project promoting Montana's future. Your individual answers will be kept confidential, but the overall results of this survey should be published in local newspapers sometime this fall.

[AFTER HANGING UP]

28. Gender
____ 1-Male ____ 2-Female

29. Phone prefix: _____

30. Location: _____

MONTANA PHONE SURVEY RESULTS

1. On a 1 to 5 scale where 1 represents poor and 5 excellent, how would you rate the overall quality of your life in Montana at the present time?

Average response	3.95

2. As of today, and in an overall sense, do you think that Montana as a state is headed in the right direction or the wrong direction?

Right	35.87%
Wrong	45.21%
Undecided/NR	18.92%

3. Montana's current population is about 800,000. Do you think that this is too few, about the right amount, or too many people to be living in the state?

Too few	24.32%
About right	63.64%
Too many	9.58%
Undecided/NR	2.46%

4. At the present time, what do you feel are the four greatest problems facing Montana? *[open-ended]*

A Unemployment
B Tax Structure
C Workman's Compensation
D Social Structure - health care, welfare, housing, education

5. In general terms, would you tend to support or oppose efforts by the state government to offer tax incentives to *encourage out-of-state businesses to relocate to Montana?*

Support	63.88%
Oppose	27.03%
Undecided/NR	9.09%

6. In general terms, would you tend to support or oppose efforts by the state government to offer tax incentives to *promote startup and expansion of businesses in Montana?*

Support	84.03%
Oppose	8.35%
Undecided/NR	7.62%

7. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following future goals for economic policy:

Goal	Avg rating
growth in jobs and income	4.38
preservation of the environment and a traditional way of life	4.10
stabilization and diversification of the economy	4.18
balance between job growth and environmental preservation	4.03

8. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of future business-climate improvements:

Goal	Avg rating	Urgency
improved access to financial capital for businesses	3.84	16.22%
investment in infrastructure, including water, sewers, and roads	4.04	24.08%
reduction of Workers' Compensation costs	4.13	36.61%
reduction of business taxes	3.42	13.51%
reduction and simplification of business regulations	3.54	17.69%
more state government programs that promote business and industry	3.36	17.44%

For questions 8, 10, and 15-19, respondents were asked the following question about each item which they rated as a "5" in importance. Urgency was calculated by dividing the number of people who considered it to be an urgency by the total number of people who rated that question a "5" in importance.

Now I would like to know which items you think are immediate urgencies that require action within two years or less.
Do you think _____ is an immediate urgency?

9. **As Montana prepares for the future, should the following entities play a major role in the state's overall development?**

	Yes	No	Undecided/NR
The federal government	31.45%	62.41%	6.14%
The state government	82.06%	13.76%	4.18%
Local governments	89.44%	7.37%	3.19%
The private sector	89.93%	6.88%	3.19%
Public Private Partnerships	70.76%	16.46%	1.28%

10. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of future state and local government policies:

Goal	Avg rating	Urgency
reducing state and local government spending	4.23	46.44%
reforming taxes	4.35	46.93%
reducing government bureaucracy and regulation	4.31	43.24%
reducing political partisanship and polarization	4.11	31.20%
improving land-use planning and zoning	3.99	28.50%

11. **Assuming the state government has a fixed budget, which of the following programs would you like to increase funding in, which would you like to keep about the same, and which would you like to decrease funding in? Keep in mind that an increase in one area requires a decrease somewhere else.**

	Incr	Same	Decr	Undec/NR
helping people inside the state to start and expand businesses	3.93%	54.30%	36.61%	5.16%
attracting new business and industry from outside the state	3.19%	48.89%	29.48%	18.43%
education	1.47%	64.13%	26.54%	7.86%
health care and social services	3.68%	43.98%	33.91%	18.43%
infrastructure investment	6.87%	33.91%	45.95%	13.27%
natural-resource management and environmental preservation	2.46%	34.89%	40.29%	22.36%

12. **In which of the following program areas would you accept a state tax increase to provide more program funding?**

	Yes	No	Undec/NR
helping people inside the state to start and expand businesses	52.83%	44.96%	2.21%
attracting new business and industry from outside the state	34.15%	63.88%	1.97%
education	69.53%	28.50%	1.97%
health care and social services	53.81%	44.96%	1.47%
infrastructure investment	40.29%	55.53%	1.81%
natural-resource management and environmental preservation	44.14%	53.15%	2.71%

Respondents were asked the following open-ended question about each item which they said they would raise taxes to fund. The numbers below are the percentages of respondents who mentioned each kind of tax, as a percentage of those who would raise taxes for that item.

Now I would like to know what type of state tax you would raise to fund these programs. Please give only one answer.
What type of tax would you raise to increase funding for _____?

	Inc	Prop	Exc	Sale	Bus	Other	Und/NR
helping people inside the state to start and expand businesses	9.77%	5.12%	14.88%	33.49%	11.63%	6.05%	19.07%
attracting new business and industry from outside the state	9.35%	3.60%	15.83%	35.97%	9.35%	5.76%	20.14%
education	14.13%	10.60%	17.67%	32.16%	3.89%	5.30%	16.25%
health care and social services	18.72%	5.94%	11.87%	33.33%	4.11%	5.48%	20.55%
infrastructure investment	4.88%	7.32%	20.12%	39.63%	5.49%	7.32%	15.24%
natural-resource management and environmental preservation	11.11%	4.94%	15.43%	32.72%	4.94%	10.49%	20.37%

Inc = income tax; Prop = property tax; Exc = excise taxes; Sale = sales tax; Bus = business taxes

13. **How important is it to you for Montana's economy to be stronger in 20 years than it is now—not at all important, somewhat important, or very important?**

Not at all	2.95%
Somewhat	22.11%
Very	73.71%
Undecided/NR	1.23%

14. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the importance of the following industries to Montana's economic future: [ENTER 9 IF UNDECIDED, 0 IF NO RESPONSE]

Industry	Avg rating
tourism	4.48
lumber and wood products	4.02
manufacturing, not including lumber and wood products	3.89
services	3.96
retail and wholesale operations	4.09
financial services	3.69
farming and mining	4.41
telecommunications and transportation	3.93
high-tech operations	3.79
export operations	3.95

15. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of assisting, promoting, and attracting industry:

Goal	Avg Rating	Urgency
developing and promoting more value-added products and industries	4.03	25.13%
recruiting new businesses and industries from outside Montana	3.62	19.41%
promoting and developing new and expanding businesses from inside Montana	4.41	40.29%
promoting and developing more tourism	4.04	26.04%

16. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of educational improvements for the future:

Goal	Avg Rating	Urgency
improving the quality of education	4.42	42.26%
lowering the cost of education	3.70	28.75%
improving equity in educational opportunities	4.03	22.85%
producing a well-educated labor force	4.58	42.01%
increasing innovative educational programs in schools, colleges, and universities	4.17	31.94%

17. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of health care and social services for the future:

Goal	Avg. Rating	Urgency
reducing the cost of welfare programs	4.09	36.61%
reforming the welfare system to improve service and move people into the job market	4.72	63.64%
making health care more accessible and affordable	4.57	53.07%
establishing universal health insurance	3.90	31.20%

18. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of infrastructure for the future:

Goal	Avg rating	Urgency
improving the road system	3.76	20.64%
improving the rail system	3.53	10.81%
improving the sewer and water systems	3.67	16.22%
improving existing airports and building new airports	2.89	16.22%
improving the telecommunications network	3.35	10.32%
developing a coordinated policy to create a north-south Rocky Mountain Trade Corridor	3.49	11.79%

19. On a scale of 1 to 5 (with 1 not at all important and 5 very important), rate the following items in terms of natural-resource usage and policy for the future:

Goal	Avg rating	Urgency
striking a balance between industry and environmental preservation	4.20	34.40%
increasing the utilization of Montana's natural resources	3.88	21.62%
promoting environmental protection as our major priority	3.28	17.69%
reducing the influence of out-of-state forces that affect natural-resource usage and policy	4.19	40.54%

20. If things continue as they are, do you expect that the quality of life in Montana will improve, stay the same, or decline in the next 20 years?

Improve	4.91%
Stay the same	24.82%
Decline	58.23%
Undecided/NR	12.04%

21. During the 1980s, Montana's employment grew by 9 percent, about half the growth rate for the U.S. as a whole. During the next 20 years, which of the following three choices would you prefer: 1) Montana's jobs continue to grow half as fast as the U.S. rate; 2) Montana's jobs grow at a rate equal to the U.S. rate; or 3) Montana's jobs grow faster than the U.S. rate?

Continue at half	12.29%
Become equal	59.21%
Grow faster	27.27%
Undecided/NR	1.23%

22. In 1990, per-capita income in Montana was 80 percent of the U.S. per-capita income. During the next 20 years, which of the following three choices would you prefer: 1) Montana's per-capita income stays at 80 percent of the U.S. average; 2) Montana's per-capita income becomes equal to the U.S. average; or 3) Montana's per-capita income rises above the U.S. average?

Continue at 80%	10.32%
Become equal	61.67%
Rise above	26.54%
Undecided/NR	1.47%

23. In 1988, Montana had a high-school graduation rate 22 percent higher than the U.S. as a whole. During the next 20 years, which of the following three choices would you prefer: 1) Montana's graduation rate decreases to the U.S. rate; 2) Montana's graduation rate remains 22 percent above the U.S. rate; or 3) Montana's graduation rate increases even more above the U.S. rate?

Decrease	0.49%
Continue at 122%	21.38%
Increase more	77.64%
Undecided/NR	0.49%

24. In 1991, 90 percent of Montana's stream miles met state water-quality standards. During the next 20 years, which of the following three choices would you prefer: 1) Montana's water-quality standards are lowered or made more flexible; 2) Montana's water-quality standards and performance remain the same; or 3) Montana's water quality performance improves above 90 percent?

Lower	2.21%
Remain the same	33.91%
Increase	62.90%
Undecided/NR	0.98%

25. How many years have you lived in Montana?

1-5	9.58%
6-10	5.16%
11-15	9.34%
16-20	10.07%
21-30	17.20%
31-40	15.48%
41-59	24.32%
60+	8.35%
NR/Don't know	0.50%

26. What is the highest level of education you have completed?

Less than high school	5.65%
High school	40.79%
1-3 years of college	24.57%
Bachelor's	15.97%
1 year of post graduate study	1.72%
Master's	7.37%
3 years of post graduate study	0.50%
Doctorate	2.21%
NR/Don't know	1.23%

27. What was your approximate household income before taxes in 1991?

Under $20,000	32.92%
$20,000-40,000	35.87%
$40,000-60,000	14.74%
Over $60,000	8.12%
NR/Don't know	8.35%

28. Gender

Male	50.86%
Female	47.17%
NR/Don't Know	1.97%

29. Location

2	Absarokee	1	Fairfield	1	Montana City	1	Wolf Point
6	Anaconda	2	Fort Benton	1	Nadine		
1	Ariee	1	Fort Sham	1	Nixon		
57	Billings	4	French town	1	Nortine		
1	Baker	1	Fromberg	2	Outlook		
3	Belgrade	1	Gallatin Gateway	1	Ovando		
1	Belt	1	Gardener	1	Philipsburg		
1	Big Fork	1	Geraldine	2	Plentywood		
1	Big Sandey	4	Glendive	14	Polson		
2	Big Sky	26	Great Falls	2	Potomac		
1	Big Timber	5	Hamilton	1	Pryor		
1	Boulder	3	Hardin	3	Red Lodge		
35	Bozeman	3	Harlowton	1	Ronan		
2	Broadview	8	Havre	1	Ryegate		
2	Browning	24	Helena	2	Scobey		
23	Butte	1	Heron	1	Seeley Lake		
1	Cascade	2	Hobson	2	Sheridan		
3	Charlo	1	Hungry Horse	3	Sidney		
1	Chester	2	Huntley	1	Somer		
2	Chinook	1	Hysham	1	St. Ignatins		
1	Circle	1	Joliet	2	Stanford		
2	Clancy	1	Joplin	1	Stockett-Sand Coulee		
2	Columbia Falls	1	Jordan	1	Superior		
1	Conrad	11	Kalispell	3	Thomas Falls		
3	Cutbank	12	Laurel	1	Three Forks		
1	Darby	5	Lewistown	1	Townsend		
1	Deerlodge	6	Libby	2	Troy		
1	Denton	2	Livingston	1	Valier		
3	Dillon	2	Malta	1	Victor		
1	Ekalaka	1	Manhattan	3	Whitefish		
3	Eureka	4	Miles City	6	Whitehall		
2	Elmo	31	Missoula	1	Winifred		

30. Levels of education completed by gender

	Males (207)	Females (192)
Less than High School	6.76%	6.25%
High School	39.13%	42.71%
1-3 Years of college	26.09%	23.44%
Bachelor's	14.01%	18.75%
1 Year of post graduate study	1.45%	2.08%
Master's	8.21%	6.25%
3 Years of post graduate study	0.97%	0.0%
Doctorate	2.90%	0.52%

31. As of today, and in an overall sense, do you think that Montana as a state is headed in the right direction or in the wrong direction?

	Males (207)	Females (192)
Right	33.82%	38.54%
Wrong	48.79%	40.63%

32. As of today, and in an overall sense, do you think that Montana as a state is headed in the right direction or the wrong direction? (Percentage calculated by number of years living in Montana)

	Right	Wrong
1-5 Years	53.85%	23.08%
6-10 Years	14.29%	52.38%
11-15 Years	44.74%	44.74%
16-20 Years	39.02%	48.78%
21-30 Years	37.14%	50.00%
31-40 Years	26.98%	49.21%
41-59 Years	36.36%	48.48%
60+ Years	29.41%	35.29%

33. If things continue as they are, do you expect that the quality of life in Montana will improve, stay the same, or decline in the next 20 years?

	Males (207)	Females (192)
Improve	13.53%	17.71%
Stay the same	27.05%	21.88%
Decline	58.94%	57.81%

34. How important is it to you for Montana's economy to be stronger in 20 years than it is now—not at all important, somewhat important, or very important?

	Males (207)	Females (192)
Not at all	2.90%	3.13%
Somewhat	45.60%	18.23%
Very	70.05%	77.60%

APPENDIX

VI. MAIL SURVEY OF MONTANA'S LOCAL GOVERNMENTAL OFFICIALS AND BUSINESS COMMUNITY

1) Rank the following economic development goals in order of importance. (#1 the most important and #7 the least important).

___ Diversification and Stabilization
___ Preservation of Traditional Values and Way of Life
___ Job Creation
___ Capital Investment in Businesses and Industries
___ Improved Quality of Life
___ Investment in Infrastructure (Water, Sewer, and Roads)
___ Investment in Education
___ Investment in Public Safety (Police, Fire, etc.)
___ Other (please identify) _____

2) Identify the kind and level of impact that the following items have had on economic development in Montana. Using a ranking scale of 1 to 3 (1 is excellent and 3 is poor).

POSITIVE IMPACT ←	NO IMPACT	NEGATIVE IMPACT →	
1 2 3	☐	1 2 3	State & Local Taxes
1 2 3	☐	1 2 3	Workers Comcensation
1 2 3	☐	1 2 3	Political/Legislative Climate
			Educational System
1 2 3	☐	1 2 3	K - 12
1 2 3	☐	1 2 3	University
1 2 3	☐	1 2 3	Public Safety System
1 2 3	☐	1 2 3	Infrastructure (Sewer, Water, Road Systems)
1 2 3	☐	1 2 3	Land Use Restrictions
1 2 3	☐	1 2 3	Availability of Financial Capital
1 2 3	☐	1 2 3	Environmental Regulations
1 2 3	☐	1 2 3	Prevailing Economic/Business Climate
1 2 3	☐	1 2 3	R & D/Technology Transfer
1 2 3	☐	1 2 3	Existing Economic Development Programs
1 2 3	☐	1 2 3	Coordination Between State & Local Government
1 2 3	☐	1 2 3	Proximity to Major Markets
1 2 3	☐	1 2 3	Proximity to Major Airports and Highways
1 2 3	☐	1 2 3	Federal Government Regulations and Policies

3) From an economic development perspective, what are two characteristics that describe the State of Montana as you would like it to be in the year 2012?

_____

_____

Identify the main changes, events, or economic development programs necessary to fulfill this vision for the State of Montana by the year 2012.

_____

_____

4) From an economic development perspective, what are two characteristics that describe your local and regional area, as you would like to see it become by the year of 2012?

_____

_____

5) From an economic development perspective, identify the three major strengths and the three major weaknesses of Montana as a State.

_____

_____

6) Using a ranking scale of 1 to 10 (1 is excellent and 10 is very poor), rank the following items for the last 10 years (circle the appropriate response):

◄——————————►

1 2 3 4 5 6 7 8 9 10	Economic/Business Climate in Montana
1 2 3 4 5 6 7 8 9 10	Balance Between Economic Growth and Protection of the Environment
1 2 3 4 5 6 7 8 9 10	Impact of Statewide Economic Development Programs and Initiatives
1 2 3 4 5 6 7 8 9 10	Improvement in the Quality of Life for Montana's Citizens
1 2 3 4 5 6 7 8 9 10	The Relationship Between Montana's Industries and State and Local Government
1 2 3 4 5 6 7 8 9 10	The Economic Development Cooperation Between Montana's Industries and Colleges and Universities
1 2 3 4 5 6 7 8 9 10	The Rate of New Technology Transfer to Montana's Industries

7) Rank Montana's three most important industries (rank only the top three starting with #1 and ending with #3).

__	Mining	__	Farming (Crops)
__	Agricultural Services	__	Wood and Lumber Products
__	Construction	__	Manufacturing Other than Wood Products
__	Livestock Operations	__	Transportation and Public Utilities
__	Retail	__	Wholesale
__	Financial Services	__	General Services
__	Government	__	Other_____

8) Does Montana possess a pro-business climate? ☐ YES ☐ NO

9) Does Montana promote/maintain a high quality of life for its citizens? ☐ YES ☐ NO

10) From an economic development perspective, is Montana positioned to enter the 21st Century effectively? ☐ YES ☐ NO

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